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Supporting our Soldiers during peace and war

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Homeschooling at Fort Meade

General Abizaid sees progress, hope in Iraq

General Abizaid (Commander, U. S. Central Command whose responsibilities include Iraq and Afghanistan) spoke to the Naval War College recently. The audience comprised primarily War College students who are mid-grade/senior military officers. The majority of these officers have served in the conflicts in Iraq and Afghanistan, so there was a real understanding of the dynamics of the region... BS would not sell to this audience. Here is a short summary of General Abizaid's comments, from contemporaneous notes:

He is amazed as he goes around the country and testifies before the Congress how many of our countrymen do not know or understand what we are doing or how we are doing. There are very few members of Congress who have ever worn the uniform (of our Armed Forces). He said that the questions he gets from some in Congress convince him that they have the idea that we are about to be pushed out of Iraq and Afghanistan. There is no relation between this and the reality on the ground.

As he goes around the region and talks to troops and junior officers he is very impressed by their morale and their achievements. They are confident that they are capable of defeating the enemy. You will never see a headline in this country about a school opening or a power station being built and coming on line, or a community doing well. Only the negative things will get coverage in the media. He told the mid-grade/senior officers to go to their local Lions Clubs when they go home and tell the people what they are doing. If they don't get the word out, the American people will not know what is really happening.

The insurgency is in four of 18 provinces in Iraq, not all 18. You do not hear about the 14 provinces where there is no insurgency and where things are going well. The insurgency in Afghanistan is primarily in Kandahar province (home of the Taliban) and in the mountain region on the Pakistani border. The rest of the country is doing well.

Iraq now has over 200,000 soldiers/police under arms and growing. They are starting to eclipse the US/coalition forces. Their casualty rate is more than double that of the US. There are more than 70,000 soldiers under the moderate government in Afghanistan and growing.

He predicted that the insurgencies in the four Sunni provinces in northern/central Iraq and in Southwestern Afghanistan will be there for the foreseeable future, but they will be stabilized and become small enough so the moderate governments will be able to keep them under control.

2006 will be a transition year in Iraq and that will see the Iraqi forces take much more of the mission from the US forces. This is necessary to bring stability to Iraq. We need

to be fewer in numbers and less in the midst of the people for the moderate Iraqi government to succeed.

Our primary enemy is not the insurgency in Iraq and Afghanistan. It is al Qaida and their ideology. We are at a period now that is similar to the 1920s where Communism and Nazism had not taken hold in Russia and Germany.

The ideology of Al Qaida is out there and it has not taken hold in any country in the Middle East. We need to make sure that it does not and we are doing that, but it will be a long problem with a long commitment.

He said that we are focused on the things that we (Americans) have done wrong, like Abu Ghraib, and not talking about this enemy. We need to talk about this enemy. al Qaida is all over the world. Their goal is to get the US out of the region and come to power in the Islamic countries of the region. From there, their goal is to establish a Caliphate (under a single Islamic ruler) that goes from the Atlantic in North Africa to Indonesia in the Pacific. Fifty years after this happens, their goal is to rule the rest of the world.

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**2nd Place Winner
Army Newsletters category
2004 Keith L. Ware competition**

Front Page: A student being homeschooled at Fort Meade intently studies his computer screen. Please see page 12 for the story.

(Photo courtesy Fort Meade SoundOff!)

IMA Director Rochelle will be a Change Agent

By Ned Christensen, IMA PAO

The new man in charge of Army installations is Maj. Gen. Michael D. Rochelle, who assumed the directorship in a Nov. 1, 2005 ceremony that opened the Installation Management Agency Garrison Commanders Conference.

He said at the time that it was a fortuitous entrance on duty that enabled him to start right out with the perspectives and observations of the commanders and command sergeants major who work where the rubber meets the road.

In his initial two months, Rochelle has had the IMA staff working a list of issues that stemmed from the conference in a systematic attempt to deal fairly and judiciously with those issues in ways that make sense organizationally and from a service standpoint.

Rochelle came to IMA from Recruiting Command, where his 43-month tenure was the second-longest in command history. He comes to IMA in time to begin several years' worth of dramatic change culminating in a BRAC-ordered relocation to Fort Sam Houston, Texas, in or around 2010.

In the meantime, he will oversee this year's virtual reorganization of the Army Environmental Center and the Community and Family Support Center under IMA's control. Also this year will come the collapsing of IMA in CONUS from four regions down to two, again virtually to start.

With BRAC implementation beginning this year, as well as ongoing major initiatives such as Common Levels of Support, re-stationing, and the many other activities that IMA encompasses, this promises to be a very dynamic time for the agency for the foreseeable future.

MG Rochelle shared a few observations that he's formed his first two months on the job.

Question: In general terms, what are your initial impressions of your new assignment? Does anything strike you



"Whenever you don't have all the resources necessary to accomplish any task, there is an obligation for leadership to communicate internally, as well as externally, the realities of that resourcing condition."

(IMA photo)

as a particular opportunity or potential challenge?

Rochelle: This is not my first time in the Army installation management business, having commanded a garrison [Fort Monroe] back in the late 90s. One thing I come back to is the remarkable view of how professional the military, civilians and contractors are at all levels of IMA, and also how caring they are to do the best job we can possibly do for our Soldiers, our families, and our senior mission commanders.

The other thing I come back to is an appreciation for the scope of the challenges that lie ahead of us. One is the transformation from a forward-deployed Army to an expeditionary Army. That brings with it certain demands and challenges that many of us have never faced before. If you think about the heartbeat of our installations, it's a little bit like the heartbeat that our brigades are experiencing right now—the readiness cycle and the force generation cycle. That manifests itself on our installations as well. We're grasping with how to measure that. We're grasping with how to articulate it in a coherent way for those who allocate and prioritize resources. We're

getting there—we really are getting there. It's a tremendously challenging time and one that I'm excited to be a part of right now.

Question: IMA members are very focused on the changes, with the coming realignments and the move to San Antonio. Can you give us any insight as to how all of that will start playing out for all of us?

Rochelle: In the short term, I would say there won't be very much change at all. The initial effort is to look at how we might gain efficiencies from the standpoint of providing even better service to the SMCs across the Army by virtually aligning the Community and Family Support Center and the Army Environmental Center under an expanded IMA. That work is ongoing, but in the immediate future, I don't think there will be much change at all.

We've been directed to look at it virtually first, and then gradually begin to position ourselves to move to San Antonio, in my expectation between 2008 and 2010.

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Obviously at end state, I think we will see a fairly different organization from what we see today. It wouldn't make sense to take three organizations and literally stack them one on top of the other at FSH. No one would do that. Where we have duplicate functions, and there are many—Resource Management is one, HR is another—every single organization has those core functions. We'll be looking very hard at those functions to see where there is duplication and where we can merge the assets.

The other thing I would like to mention is the work done under the task force that has looked at the existing role of the regions, as they relate to the headquarters and the garrisons, and has asked what that role should be. That has been extraordinarily informative and what I would expect to come out of that is an expanded role for the regions. I expect to see a somewhat closer alignment in terms of the regions' mission with respect to our senior customer—the MACOMs. It's fuzzy right now because we don't have all the information, but we know where there are some possibilities that offer us the ability to be more agile in the sense of the expeditionary Army.

There are some things that we are supposed to do under DoD policy that we are not doing today. One of those is a command inspection program that does two things: it certifies a new commander after a period of time—usually 90 to 180 days—that they truly have their arms around all the tools and missions that they're responsible for. It's the higher headquarters' responsibility to execute that. It's also the higher headquarters responsibility—IMA's—to execute that same function for the regions. That's policy and we're not doing that today, so we have to stand up that capability. It's that certification, and then assurance, that I see as the more evolving role for headquarters IMA, with a more functional or operational role growing at the region and then evolving down to the garrison.

Obviously at end state, I think we will see a fairly different organization from what we see today. It wouldn't make sense to take three organizations and literally stack them one on top of the other at FSH. No one would do that. Where we have duplicate functions, and there are many—Resource Management is one, HR is another—every single organization has those core functions. We'll be looking very hard at those functions to see where there is duplication and where we can merge the assets.

Question: You've said in several forums that you see communication and managing expectations as a top priority. Can you elaborate on that in terms of what it means at the leadership level and the rank-and-file level?

Rochelle: Whenever you don't have all the resources necessary to accomplish any task, there is an obligation for leadership to communicate internally, as well as externally, the realities of that resourcing condition. We see that when the Army renders its posture statement annually to the congress.

Well, there's a similar responsibility, the way I see it, for us in the installation management realm, to do that with first senior mission commanders, and that's what I charged garrison commanders to do at the Commanders Conference. I believe my exact words were, 'more com-

"I see the responsibility of leadership—senior leadership especially--to predict—not simply to report out on what happened last week or last year and to report out on history. We need to be predictive in what we can expect for the future."

munication is better'. Along with that is the responsibility to manage the expectations of those senior leaders, as well as our Soldiers on our installations, because their expectations, given the war on terror, given the pace that our Army is maintaining, are that the resources are there. And their expectations may well exceed at times our ability to provide and live up to those expectations. And the time to communicate and manage those expectations is beforehand and not after the fact.

That responsibility doesn't just stop at the garrison with garrison commanders, it continues up to the region director and I have a role to play in that as well.

I see the responsibility of leadership—senior leadership especially—to predict—not simply to report out on what happened last week or last year and to report out on history. We need to be predictive in what we can expect for the future.

For example: If I'm a garrison commander at Installation ABCD, I should

have conducted a thorough inspection of road networks, heating infrastructure, water plant, or even barracks. If I'm able to look back at the level of resources invested to bring those facilities up to a certain standard, there is a way I can predict when the next catastrophic failure will occur. When we tell SMCs that we expect a bridge to fail or a heating plant or water plant either due to a lack of investment or a lack of future investment, that's what I mean by communicating and managing expectations.

Here at the headquarters, we've also undertaken determining the executive level metrics, and I don't mean just for my purposes. It means for the purpose of communicating in a meaningful way, predictively, to senior mission commanders. In the short term, we're going to be developing that set of review and analysis metrics and applying Lean Six Sigma as we go, to help GCs and region directors to communicate with senior leaders.

Question: The realignments are being implemented as a means to find efficiencies. That certainly means the workforce will get smaller. Are plans in place to help everyone manage the changes, whether or not they elect to move with the organization?

Rochelle: Well, of course that's job one. Right now we don't have a clear picture of what those impacts will be and we may not have a good picture for quite some time yet. One thing I'm particularly impressed with is the workforce development programs that IMA has developed. Among other things, that postures the IMA workforce for continuous and progressive training and education with a view toward meeting future requirements at the Army level. We have, I think, a very adaptive and very progressive team of individuals. So I believe we have a leg up. But as we get a clearer picture, my commitment is to keep the workforce as well informed as I can, continuously, on what we're learning and where we think the future is taking the entire Installation

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289th MP's Special Reaction Team trains hard

by Beau Whittington *Pentagram Editor*

The aging Tencza Terrace was invaded last week. Doors were bashed in, while forms dressed in total black raced up and down 13 flights of stairs.

No it wasn't neighborhood rabble out to destroy the place. It was the 289th Military Police Company's Special Reaction Team training and training hard.

The team operates on a simple philosophy – train for the expected, educate for the unpredictable and work without regard to recognition.

Scenarios for the training begin with a briefing from team leader Capt. Mark Teppitt. One went:

"He's a known drug seller. He's also possibly in possession of weaponry – an M-9 and M-4. Right now he is waiting on a drug buy that is supposed to come down in about 15 minutes. He's just standing around waiting for his connection. Our goal is to get in there and neutralize the suspect, clear the area, then get out. Minimal gun fire and take care of what we need to."

"Remember," Tippet told the group preparing to make the entry, "Slow is smooth, smooth is fast."

As a team of six members prepared to enter the room, they lined up single file behind a bulletproof shield close to the wall. Slowly they made their way to the near side of the door. Smoothly two members of the team moved to the far side of the door. They stood back-to-back, covering the hall in each direction.



Two lines converge upon their target during recent SRT training.

(U.S. Army photo)

Another member of the team moved to the front of the door, a 10-pound ram in hand. Intently he stared at the lock. With a rapid swing of the ram he hit the lock. Nothing happened. Quickly he wielded the ram at the lock again.

Splinters flew as the ram slammed the lock through the door and the door hit the wall inside the room. Instantly another M.P. hurled a smoke bomb into the room. Then the game began.

A great clamor rose as the team rapidly entered the apartment. You could hear team members race through the rooms, bouncing off of walls and shouting directions to each other. When they

found "the bad guy" there was a tussle until the M.P.s subdued their man, wrestled him to the ground and cuffed him. As quickly as they entered the room they had their captive up and out of the apartment.

This is not training for the meek at heart. It's physical, very physical. The "bad guys" get bumped around and do their fair share of bumping back.

"We exhaust them. Then start working them again," Tippet said. "We have to be able to teach them to use their instincts, plus their law enforcement skills."

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APG News unveils a newly designed Web site

APG News Web readers will find a newly designed, more user friendly Web site on their next visit to www.apgnews.apg.army.mil.

Graphic designer Blake Voshell is the driving force behind the changes.

"When I came for the job interview for the designer for APG News, I brought a rough redesign of the original Web site with me," Voshell said. "I told the editor that I had some ideas on how to modernize it and make it more user friendly and appealing to its viewers."

Many features still exist but have been enhanced according to APG News editor Debi Horne.

"We are always trying to find ways to make it easier for users to navigate our

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Hard to camouflage Soldier's love for Army

by **Renita Foster, Fort Monmouth
Public Affairs Office**

Sgt. Tyler Gordy a, sniper for the 502nd Infantry Regiment, 101st Airborne Division (Air Assault), had been crawling for 90 minutes to reach his objective 800 meters away. The heat made him sweat profusely and that meant he could lose his camouflage. He could also feel bugs biting him. Later, he would discover several rashes courtesy of the insects. As he continued trudging through the rough ground he couldn't help but ask himself, "Why am I doing this?"

Joining the Army was something Tyler Gordy, from Newcastle, Calif., had always wanted to do. As a war movie fan, holidays like July 4, Memorial Day and Veterans Day, brought his military heroes to life and Gordy wanted to be like them.

The youngster knew his Soldier time had come with the Sept. 11, 2001 attacks on the World Trade Center and the Pen-

tagon.

Preferring to get involved instead of being a spectator, Gordy finished his high school credit requirements six months early, grabbed his diploma and headed for the nearest recruiting office.

Determined to serve in what he believed was the best infantry unit in the United States Army, Gordy joined the 101st Airborne Division. Six months later he was serving in Operation Iraqi Freedom.

"Every generation has had men and women who responded when our nation has called," said Gordy. "When the terrorists attacked on 9/11, I felt it was my time to answer the call for my generation."

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Management Agency.

Question: How does BRAC play into the transformation?

Rochelle: I believe BRAC has set the conditions that have allowed the Army to begin to transform to the degree that it has and will. Similarly, BRAC provides us the environment within which we can transform by providing resources and providing the overall DoD road map and we fill in the arteries and streams and all that as that roadmap reveals itself. So it really has been the overall climate setter and we're going to use that opportunity as best we can.

Question: If you look out to the end of your time at IMA, what kind of organization will IMA be if you're successful?

Rochelle: Even more than today I would consider success leaving a learning organization that is constantly surveying the environment—military, civil, public and private, to find those tools that can help us be even more effective in providing the quality services that our Soldiers, families and organizations deserve.

Two, I envision a workforce development program that is enhanced even beyond its current level, whereby we send even



"...my commitment is to keep the workforce as well informed as I can, continuously, on what we're learning and where we think the future is taking the entire Installation Management Agency."

(IMA photo)

more individuals off for higher levels of training and education and bring those individuals back to continue to change the organization.

One thing I've learned in my 33 years in the Army is that it's continuously changing. I remember as a 2nd lieutenant in a field artillery battery at Fort Campbell, Ky., reading an article about the hollow Army and what we were going to do to change this hollow Army. That was my first exposure to change at the big Army level. Well, over the years I've seen many changes, as have we all. And if we em-

brace the fact that change is both good and inevitable, if we become part of it and change ourselves in terms of our skill sets and in terms of what we're able to apply that has even broader significance to the Army, then we will benefit from that continuous change. So that's the third point—that is a healthy attitude on the part of the overall team, from the garrison up to IMA, that recognizes that change is inevitable and almost always good. It works to the benefit of our nation; it works to the benefit of our Soldiers and their families.

USO allows Soldiers, family talk to loved ones far away

By Kafia Hosh, Fort Belvoir Eagle

In a conference room at Sosa Community Center Saturday afternoon, a row of Soldiers and military dependents spoke on several satellite phones, the receivers pressed firmly against their ears as they chatted excitedly.

The callers had reason to be happy because they could dial any where in the world, free of charge.

USO and MCI teamed up to provide active duty Soldiers and their dependents free long distance calling just before the holidays. From 4 to 9 p.m., families called deployed loved-ones and single Soldiers phoned home to say hello to their mothers, fathers and siblings.

Linda Ricks, the outreach program coordinator for the Fort Belvoir USO said the Phone Home program is critical to help a wife missing her husband overseas, or a Soldier alone on base to keep in touch with their loved ones.

"I think it's important ... especially around the holidays," she said. "That's when you get the most lonesome, it's very hard and very emotional."

Outside Sosa, MCI parked its mobile communications facility, a 53-foot blue bus. Nicknamed "Big Blue" the bus had 12 satellite phones, as well as Internet access for those who wanted to use e-mail. Inside the conference room were 10 more phones lined up neatly on tables against the wall.

Big Blue usually travels to disaster recovery sites, such as New York City after the Sept. 11, 2001, terrorist attacks, California where there were wildfires in 2003 and Louisiana in the aftermath of Hurricane Katrina.

In 2004, the bus made a stop in Fort Hood, Texas for three months where 25,000 Soldiers came to make phone calls, said David Hyde, an MCI disaster recovery team lead.

Hyde said the average phone calls last between 10 and 15 minutes, even though callers can use the phones for as long as they like during the program.

He also noted that there is no single part of the world that most people try to reach.

"It's amazing the spread of the calling," he said.

The ability to dial places as far away as Iraq is beneficial for military families, who may not be able to afford the cost of mak-



Woodlawn Village resident Dionisia Mann calls family members in Panama as her nephew Arcelio Dixon, who is visiting from Panama, calls his mother Dec. 17 during a USO phone home program at Sosa Community Center.

(Photo by Quentin Hunstad)

ing an international call.

"We think it's one of the finest things we can do as a company," Hyde said. "Around the holidays, I think it's especially meaningful."

In the conference room, Veronica Castorres waited for a phone so she could call her brother in Mexico.

The Fairfax Village resident said she just wanted "to see how he's doing," because she had not spoken to him in three weeks.

In another corner, Natascha Smith was on the phone for about 45 minutes, speaking in rapid German with English words mixed in between.

A native of Germany, Smith said she called her mother, sisters and friends in Nuremburg.

She was grateful for the Phone Home program, because Smith typically relies on \$20 phone cards to call Europe.

"I try not to use them all up in one day," she said before preparing to make some more calls.

Toy drive benefits families on and off post

Rebecca J. Chisholm
APG News

After gathering toys and food items from throughout their organization, the 19th annual U.S. Army Research Development and Engineering Command/Chemical Materiels Agency Holiday Food and Toy Drive holiday party was Dec. 14, celebrating the success of the drive.

Supporting 100 families in Edgewood,

with that number growing every year, this was the first year in quite a while that military families were able to be included. Twelve post families benefited from the donations this year.

Each year the need increases, said Barbara Knapp, workforce management associate and chair person of the drive.

"And, as the need increases, so does the amount donated. We have an outpouring of support from our employees," she said.

Not only were food and toys donated, but when the military families expressed a need for clothing, the employees of RDE-COM/CMA proved themselves generous.

After the party, members of the Police Athletic League distributed the donations to the Edgewood Community.

Army Community Service and the Technical Escort Unit presented the goods to the military families.

"A Day in the Life of a Drill Sergeant"

Training Soldiers to be the best

by **Mindy Campbell, Fort Lee Traveller**

It is a few minutes before 5:15 a.m.

In the inky darkness of morning, Staff Sgt. Arther Lewis quietly watches the minutes tick by and keeps a close eye on the Advanced Individual Training Soldiers who are falling into formation for their morning physical training session Nov. 16.

As the clock strikes 5:15 a.m., the Company B, 266th Quartermaster Battalion drill sergeant comes to life and approaches the Soldiers. Lewis motivates the few stragglers to hurry up and get into formation.

For Lewis, who has been up since 4 a.m., his day as a drill sergeant is only just beginning. As the drill sergeant in charge for the day, Lewis will spend the next 16 hours wearing multiple hats.

"The Soldiers see drill sergeants as a lawyer, a father, a mother, an advisor and a disciplinarian," Lewis said. "They know that I am tough, but hopefully they see that I care about them."

As Lewis directs the Co. B Bulldogs to a nearby field, he shouts out cadences the food service specialists follow. For more than an hour, Lewis leads the group through a series of exercises. Leading physical training and being in charge of the Soldiers for the day rotates between the nine drill sergeants in the company.

"Different drill sergeants bring different pieces to the game," he said. "If you have a strong team of drill sergeants like we do, everything will function right."

Concentrating on abdominal muscle exercises is Lewis' favorite.

"I love to work on abs," he said. "Sit-ups used to be my biggest challenge, but I eventually overcame that. Now, I like to focus on them because I know how to overcome it, and I can help those who have the same problem."

Around 6:45 a.m., Lewis marches the Bulldogs back to the barracks where they quickly shower and change for breakfast. Lewis then marches the Soldiers to the Army Center for Excellence, Subsistence for class. They belt out cadences along the way.

After dropping the Soldiers off, Lewis returns to the barracks and inspects every



The Hat must be perfect....

Soldier's room. The Soldiers must follow strict rules to keep their rooms up to standard.

The rooms are inspected daily by one of the drill sergeants. On this day, Lewis looks for things such as a dirty floor, full laundry bags, trash, unsecured lockers and beds made incorrectly.

"Everyone comes from different walks of life," Lewis said. "We show them how to do it one way – the Army way."

Because the Soldiers work in the food services field, Lewis expects to find a clean room.

"These Soldiers are cooks," Lewis said. "Sanitation is a big thing. They are preparing Soldiers' food. If they can't keep their room clean, how are they going to keep a dining facility clean?"

According to Lewis, even though the Soldiers have graduated from basic training, they still have a lot to learn. While they have learned the fundamentals during basic training, they still need some reinforcement guidance.

"The Soldiers come here, and they are expected to live like an adult," said Lewis, who teaches the Soldiers how to do things such as open bank accounts, catch cabs and wash clothes. "During their time here, we

mold them into something beautiful – a complete Soldier."

That training and tutelage will help them become successful Soldiers and people, he said.

"You get satisfaction watching them walk across that stage at graduation," Lewis said. "They couldn't make their bed or shine their boots eight weeks ago. Now they can do all of that and do it well."

The training the Soldiers receive during AIT is important for setting them up for their next duty assignment. Part of that training includes encouraging Soldier leadership within the platoons.

"Drill sergeants are not going to be with them at their next duty assignment telling them when to get out of bed or when to do their job," Lewis said. "They have to execute those on their own."

Sgt. 1st Class Sedwich Price, Co. B senior drill sergeant, said being a successful drill sergeant involves more than just putting on the hat.

"You have to have been a good noncommissioned officer before becoming a drill sergeant," Price said.

Nine weeks at drill sergeant school won't really prepare you for being a drill sergeant,

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he said.

"How you were before defines how you will be once you put on the hat," Price said. "Once you put on the hat, you just fine-tune your skills."

For Lewis, fine-tuning those skills means bettering himself as a Soldier through education. During the afternoon, if Lewis is lucky, he will find some time to study while the Soldiers are still at class. Lewis is working on obtaining his Associate of General Studies from Central Texas College. He wants to eventually get his Bachelor of Arts in Business Administration.

Another part of being a successful drill sergeant is finding a balance between work and home life.

Lewis is used to the long hours necessary for being a drill sergeant. He has served as a cook in the Army for 16 years.

"As a cook, you work long hours," Lewis said. "You are there before everyone is up and you leave long after everyone has gone home. So, it was an easy transition to become a drill sergeant."

Despite the long hours, Lewis finds time to devote to his family.

Lewis sets aside Saturday afternoons for his family. They spend the afternoon doing things such as going bowling or going to the movies.

While he does enforce some of the structure he practices at work, at the end of the day he is just dad.

"To my kids, I am not 'sir,' just plain old dad," he said.

After finishing up some paperwork for a new platoon he will be receiving in the next week and doing some studying, Lewis straightens up his office and readies to pick up his young charges. Around 5 p.m., Lewis puts his drill sergeant hat back on and walks back over to ACES.

On the way back to the barracks, Lewis leads the group in a raucous cadence. The Soldiers respond to the cadence with enthusiasm and shout out encouragement to Lewis.

"The whole company is feeding off your motivation," he said. "If they see you motivated, they will get motivated and then there is nothing they won't do for you."

After mail call, the Soldiers eat dinner and then have some personal time.

At 8:30 p.m., Lewis leaves his office and heads upstairs to do a bed check. He has to verify that every single Soldier in the company

is accounted for.

The bed check is a rowdy event as the Soldiers wait lined up on each floor with identification cards in hand. When the Soldiers see Lewis they yell and thump the walls. Lewis yells back and jokes with them.

"Don't get me started," he taunts them with the lyrics to one of the cadences he used earlier in the day.

At one point he even makes the male Soldiers do a few push-ups in the hallway.

As each Soldier shouts out his or her name and social security number, Lewis checks off their name on the list. He only stops the procession a few times to yell when the Soldiers line up out of order. After checking off several hundred names, Lewis accounts for all Soldiers for the night.

Lewis then calls out several Soldiers and meets them in their room. This group of Soldiers didn't pass the room inspection earlier in the day, and Lewis isn't happy. He sternly talks to the Soldiers and goes over how to correct the problem.

Next, he goes downstairs and briefs the Soldiers who have charge of quarters that



Locker inspection

night. Finally, Lewis wraps up some last minute paperwork and finishes his day.

Sometime after 9 p.m., Lewis hangs his drill sergeant's hat on the peg by the company door and heads home. He'll be in bed by around 10 p.m. and then up again at 4 a.m. to start a new day.

"The greatest satisfaction is when a parent comes up to me at graduation and says 'what did you do to my son or daughter? They say 'yes sir,' they are polite, they open the door for their mother,'" Lewis said. "That makes it all worthwhile. These Soldiers are starting their lives over the Army way."



Calling cadence... a time-honored tradition.

Decentralization project cuts energy use in half

Picatinny's central steam plant's four large boilers shut down recently for the last time and for a very good reason.

The boilers were being replaced by a new, decentralized system — serving many individual and small groups of buildings — that will cut the installation's energy use in half and reduce its costs by nearly \$5 million annually.

A Picatinny team, led by Richard Havrisko, director of Utilities for the garrison, began meticulously planning for that day more than five years ago when it became apparent the aging 1940's-era central plant needed a replacement.

Working with energy services contractor Chevron Energy Solutions, the team evaluated a wide range of options, including building a new central plant with co-generation. Ultimately, a \$41.3 million decentralization project was determined to be the best option because of its numerous advantages.

Specifically, the project:

- Reduces energy use by a projected 49.7 percent or 372 MMBtu per year. (MMBtu stands for one million British thermal units.)
- Achieves a savings of \$ 4.9 million per year.
- Reduces risk associated with a central-plant failure that would affect the entire installation.
- Allows flexibility in future use and design of facilities.
- Provides a comprehensive natural-gas distribution system.
- Incorporates a central energy management system for remote control and monitoring of equipment with future expansion capability.
- Reduces harmful carbon, sulfur and nitrogen dioxide emissions by an estimated 1 million tons.

The project applied nearly every heating technology available somewhere at the installation, including steam and hydronic boilers, low-temperature infra-red heating units, furnaces, unit heaters, electric heat and propane-to-gas conversions.



The new system arrives for installation

Although the change created logistical challenges during construction, it also ensured that building occupants were provided heating solutions that met their needs in the most energy-efficient manner.

While several methods of heat production are now employed, heat distribution and control within buildings has, for the most part, remain unchanged.

One highlight of the system is the "boiler in a box."

Because of space constraints and other issues, the innovative product incorporates a boiler and all necessary support equipment in a shipping container.

Fifty-six boxes, ranging in size from small residential boilers to units that exceeded 4 MMBtu, were installed.

Also, Picatinny needed a creative solution to address mission-related restrictions on the installation of natural-gas equipment in large areas of the post.

As a result, satellite boilers that use existing steam-distribution lines were installed as close as possible to buildings.

Project construction, which began Sept. 30, 2003, was noteworthy in that:

- All work was completed safely, without any significant incidents.
- Design and installation of heating systems — involving 275 buildings and 407 pieces of equipment totaling over 211,894

MBtu — was completed in only 18 months. (MBtu stands for one thousand British thermal units.)

- Six thousand feet of existing steam-distribution lines were refurbished and reused for the satellite boiler plants. More than eight miles of the remaining steam lines are no longer in use, and 1.4 miles of steam line in main office areas of the installation were demolished to significantly improve the appearance of the surrounding area.

- More than 12 miles of natural-gas distribution lines were installed to supply 130 buildings and allow future connection to additional buildings.

- At the height of construction, almost 200 workers from several trades were on site.

The largest satellite boiler plant, which provides steam to explosive testing areas, now has three Cleaver-Brooks 500-horsepower steam boilers located near the old central plant.

Also, as a result of the project, 135 buildings have new or converted heating systems, while the other buildings are fed by satellite boilers.

The system was constructed as a design-build partnership of Picatinny, Chevron Energy Solutions and New Jersey Natural Gas.

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Work was completed on time and within budget. Chevron Energy Solutions will operate and maintain the system for 18 years, allowing the installation to adapt to future needs.

Because the project is paid for by using funds that were already budgeted for operational costs, there is no capital investment from the government.

In addition, the Picatinny community will see even more cost savings in the fu-

ture with the development of a follow-on project that will leverage the decentralization work to achieve even greater savings through controls and distribution system optimization.

LEAN savings are returned

Savings realized by Letterkenny Army Depot (LEAD) through the application of Lean principles on the Biological Detection Shelter program were returned during a ceremony at Letterkenny Army Depot on November 22, 2005. Dr. John Gray, LEAD Deputy Commander, presented a ceremonial check for \$300,000 to Colonel Daniel Berry, (USAF), Joint Project Manager (JPM) Biological Defense. The Joint Project Manager is located at the Edgewood area of Aberdeen Proving Ground, Maryland. The JPM is a component of the Joint Program Executive Office for Chemical and Biological Defense.

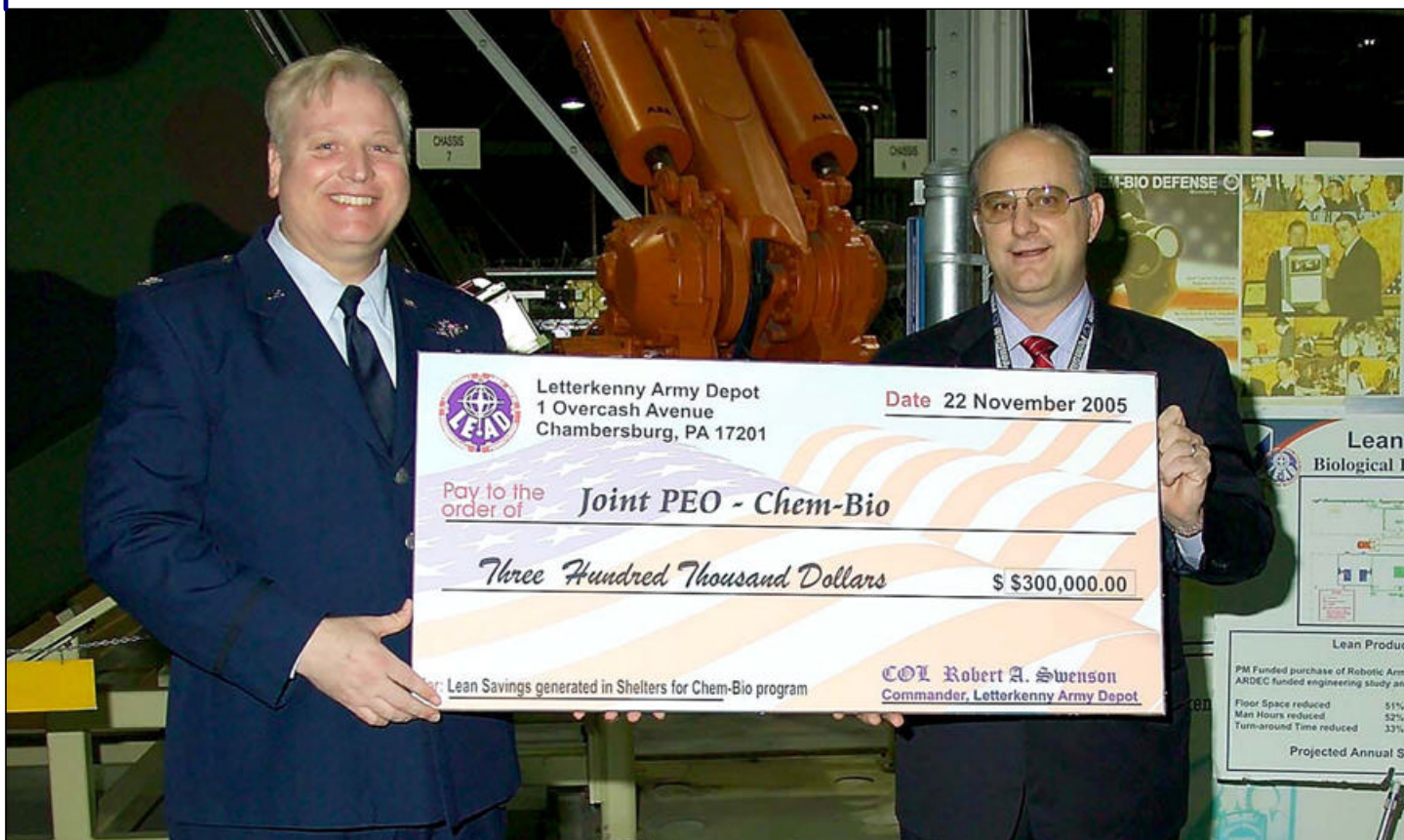
Letterkenny Army Depot and the

Joint Project Manager of Biological Defense have been working together to support Homeland Defense through the Biological Detection Shelter program. LEAD has employed Lean concepts throughout the shelter assembly process and has also installed a robotic arm to precision drill holes in these shelters. Initially, nine employees produced 7-1/2 shelters monthly, now five are producing 8-1/2 shelters monthly. These improvements generated the \$300,000 returned to the project manager. These shelters are integrated and mounted on Humvees at Edgewood.

Colonel Berry enthusiastically supports this teaming effort with LEAD and

stated, "I applaud the outstanding work by Team Letterkenny. I just returned from Korea and the Soldiers in the Field who use our equipment want me to pass along their sincere thanks. Edgewood is pleased and impressed with the shelters returning from LEAD. They are returned ahead of schedule and under cost. Dollars saved in this program will be turned right back to you in additional work."

Lean manufacturing is a strategy geared toward identifying and eliminating waste in a process. Lean manufacturing techniques produce lower costs, higher quality and shorter lead times, thereby saving money.



USAF Col. Daniel Berry accepts ceremonial check from Dr. John R. Gray, Letterkenny Deputy Commander.

Home school group ready to lend a hand

By Kevin Young Fort Meade SoundOff!

Parents may question whether it is better to send their children to public or private school or maybe even to home school them. Today, it is not uncommon for parents to make the decision to teach their children at home.

"Young home school students run one grade level ahead of their counterparts in public and private schools. But by the finish line, home schoolers have pulled away from the pack, typically scoring in the 70th or 80th percentile on the Iowa Test of Basic Skills," said Michael Farris, founder and president of the Home School Legal Defense Association.

Despite a track record of outstanding results from home schooling and a growing base of home schoolers in America, the practice is still strange to most people. That's why home schoolers routinely field interested questions from those with students in public or private school.

The Fort Meade Home Schoolers Association, a support group for home schoolers, routinely meets on Friday mornings out at the Fort Meade Youth Services building. On a recent Friday morning, the group shared their views of education, their experiences with their children and how they relate to being outside the "norm" of sending children to public school.

"I probably get more people asking if I worry that my kids lack socialization because they are home schooled," said Dee Dee Lake, the president of the Fort Meade Home Schoolers Association. "But my answer is you don't send your kid to school for socialization; you send your kid to school to be educated."

Kathleen Ouellette, another mother who home schools at Fort Meade, agreed with Lake but added that home-schooled students get more one-on-one time with an adult, so the home schooled student usually picks up superior social skills. "Home schoolers are able to relate to people of all ages," Ouellette said.

The women said that another common perception of home schooling is that the parents followed that course to protect their children from society. Outsiders sometimes believe that fear keeps the kids at home.



The morning revolved around the students as they split into two age groups and went into the gym

These Fort Meade mothers rejected that view and emphasized that their children still play in their neighborhood, take field trips and are not isolated from the world. They said they routinely took their students outside the home for lessons and take part in activities that will teach the student outside the home.

The Friday morning routine of the group is one good example of that principle. The Fort Meade home schoolers meet once a week to give their students a chance to have organized athletics and computer classes.

The morning revolved around the students as they split into two age groups and went into the gym or into the computer lab for class; however, the mothers also get benefits out of the Friday morning meet. The process of teaching children at home obviously requires sacrifices by the mothers. They all shook their heads in agreement when one of the mothers said that the best thing about Friday mornings was the chance to, "... talk to other adults and share information with the other home schoolers."

The groups activities aren't limited to education and parental support. They do lots of other things like field trips and social events. At their Nov. 18 meeting, the parents and students pitched in to enjoy a potluck Thanksgiving lunch.

The home schooling parents think that one of the best things about Fort Meade is the myriad of learning opportunities in the area.

"We have the freedom to do special projects like trips to Philadelphia or Washington for history lessons, to visit art exhibits or to visit museums or other cultural

events during the day," said Tabitha Camacho, who has taught her children for five years. She also pointed out the advantage of taking family trips around the schedule of a deployed parent. She said there's also an advantage of keeping the same teacher whenever the Army, Navy, Air Force or Marines transfer the family to another base.

"It helps reduce the stress of moving, which is a positive aspect for any military family," Camacho said.

The group provides information to home schoolers newly assigned to Fort Meade. Lake said laws governing home schooling vary from state to state, and a group like Fort Meade Home School Association can help make the transition from another state to Maryland much smoother.

Lake said the Fort Meade group used to be much bigger. She said the group experienced traumatic changes two years ago as it changed from a "co-op" to its present association. Under the co-op arrangement, parents taught classes in which they had expertise. The co-op offered painting, piano lessons, English and other classes. When it changed to its present form, the group experienced a major drop, which Lake said was, "... unfortunate because we still can offer a great deal of support for each other. I'm afraid that there are people out there who need support but don't know we exist."

These parents weren't negative about public schools, either. They didn't say bad things about teachers. They didn't object to school policies. They shared a more positive reason for educating their own children.

"Home schooling is fun!" Kim Hurst said with a broad smile.

Family Pet Care Center starts foster care program

by **Lisa R. Rhodes,**
Fort Meade SoundOff!

When Judy Hannon's 8-year-old son Jonas asked his parents for a pet dog a few months ago, Hannon called the Family Pet Care Center here to find out if there was a foster care program for pets. There was none.

Today, Hannon, wife of Sgt. First Class Jason Hannon, Field Research Activity, and Stacy Echard, manager of the Family Pet Care Center, are working together to start a pet foster care program for service members who need to board their pets while they are deployed or on a long-term TDY.

"I like pets," said Hannon, who discovered the Family Pet Care Center was planning a foster care program, but nothing concrete had been done. Hannon told Echard she would volunteer to facilitate the program if it ever got off the ground and Echard agreed to work with her.

Now Echard and her staff maintain a database of names of people who are willing to care for a service member's dog or cat for up to a year. Hannon will match the prospective foster care family with the service member free of cost. Echard said the service can begin as prospective foster care candidates call the Family Pet Care Center to be included in the database.

"It is a more friendly environment for a dog or cat to stay in a home than being stuck in a kennel," said Echard, noting that the Family Pet Care Center provides boarding for pets, but only up to six months. Keeping a pet in the kennel for a longer period of time raises the risk of the pet becoming sick due to the stress of being out of its home environment. The foster care program is a solution for service members who need quality care for their pets while they are away for a long period of time.



Echard and Hannon said the Family Pet Care Center will only be a referral service. Once a foster care family and service member are matched, it will be up to them to determine the cost of the service. The Family Pet Care Center is planning on creating a brochure for clients, explaining the importance of devising a detailed signed contract stipulating the conditions for the pet's care. For example, Echard said it is important for both clients to agree on who will pay for any veterinary costs during the deployment and what will be done if the pet or the pet owner should die during the term of the foster care.

Several people have called the Family Pet Care Center seeking a foster care service, but the Center had no program to refer them. Now, with the new foster care program, the center is able to fulfill a growing need within the Fort Meade community.

"We have a cat, and I would hate to think if I were a single service member and didn't have someone to take care of her, that I would have to give her up," said Hannon of her 6 1/2-year-old cat, Josie. The foster care program will be a comfort to both single and married service members who need alternative, quality care for their pets. "If you go to war, when you come back, if you can see that

little face [of your pet] it would be a feeling like no other feeling," said Hannon.

Editor's Note: If you are interested in providing foster care for a Fort Meade pet, call Stacy Echard at the Family Pet Care Center at 301-677-4059.

RCI resident relations specialist helps Fort Meade residents

by **Lisa R. Rhodes,**
Fort Meade SoundOff!

Let's say you're living in Picerne Military Housing's new privatized housing. A severe storm knocks out your electricity. You call your neighborhood management office twice about the problem, but your lights and appliances are still not working. Who do you turn to?

Caryn Washington, resident relations specialist at the Residential Communities Initiative (RCI) can help. RCI is comprised of seven Department of the Army employees who work with Picerne Military Housing on behalf of the installation. Washington is the installation's

(Continued on page 23)

Fort Monroe wins top environmental awards

**By Patrick Buffett,
Fort Monroe Casemate**

The national "Keep America Beautiful" community improvement network and the regional "Business for the Bay" organization have each presented top awards to Fort Monroe's environmental program.

The post earned first place in the category of waste reduction from "Keep America Beautiful," the non-profit group launched in 1953 to encourage greater community involvement in the country's environmental issues. Dozens of federal facilities across the nation were in the running for that award.

"Business for the Bay" named Monroe as its outstanding government facility award recipient, also in the waste reduction category. The organization is comprised of forward-looking businesses, industries, government facilities and other organizations within the Chesapeake Bay watershed, which extends into six states from Virginia to New York. Each member is committed to the implementation of pollution prevention measures to reduce the release of chemical contaminants and other wastes into the Chesapeake.

"Both awards were won largely because of Fort Monroe's facility reduction program that emphasizes deconstruction rather than demolition," said Peter Van Dyke, post recycling program manager.

"Deconstruction has saved thousands of tons of debris from local landfills over the last two years."

Van Dyke explained that deconstruction is the careful disassembly of buildings to recover reusable and recyclable items such as doors, windows, bricks, porcelain, fixtures, concrete and woodwork. During the latter half of FY04, a major building removal project here produced an estimated 3,500 tons of material and roughly 76 percent was diverted from local landfills through reuse and recycling. Over the past fiscal year, the removal of a large portion of Wherry Housing produced an equivalent amount of debris and the diversion rate was nearly 66 percent.

"Even if you don't consider the fact that area landfills are quickly running out of room, you're looking at enormous cost savings for the post and, ultimately, the taxpayer," Van Dyke said. "Over the past fiscal year, dumping fees ranged from somewhere around \$27 to \$45 a ton and those costs

will continue to rise. That makes deconstruction and reuse and recycling a pretty important commodity."

The two awards are also a reflection of the community's willingness to participate in the recycling program, Van Dyke noted. "Outside of the deconstruction program, Monroe has a dynamic recycling program in place for both the residents and administrative buildings.

"Without the excellent recycling participation levels of post employees and families, there would be no award," he said. "The hard work of the DPW recycling team is another reason for our success. Those three guys pick up a lot of recyclables year in and year out. This is a great example of teamwork across the board."

In October 2004, the Virginia Recycling Association also singled out Fort Monroe as its "Outstanding Government Agency" in the area of solid waste management. Furthermore, the installation is well ahead of the Army-mandated trash diversion rate of 40 percent, which was to be achieved by the end of FY05.

For more information about the recycling program, contact Van Dyke at 788-2444.

Operation helps Soldiers help Soldiers

By Mary Greer, Fort Detrick

More than 60 Operation Happy Holidays sponsors delivered holiday goods for the less fortunate families of Fort Detrick Dec. 14.

"The support from the community was unbelievable," said Dennis McMillen, the Outreach Program Manager at ACS. The gifts donated included toys, bicycles, food, clothing and gift certificates.

To accommodate all the families being sponsored, OHH held a second pick-up date Dec. 21 for those who were unable to come the first day.

Although the deadline for families was Nov. 4, Army Community Services continued to get nominations up through Dec. 13.

"We want to help everyone, so we're making sure those families get taken care of," McMillen said.

With almost 115 families to sponsor, ACS was a bit overwhelmed. However, thanks to the volunteers from U.S. Army Medical Research Institute of Infectious Diseases and Better Opportunities for Single Soldiers/ Servicemembers, they were able to organize the day effectively.

The OHH program stresses ano-

nymity of the families so volunteer Soldiers were not able to help hand out the gifts.

ACS arranged additional food and gifts for families that may have been given less than others. "Fairness is so important because some sponsors are very generous," McMillen said.

Among the many charitable sponsors was former Sgt. Norman Showers, a World War II veteran of the Canadian Army, who gave 15 lucky families an undisclosed amount of cash.

(Continued from page 5)

A debriefing follows each exercise – what went right, what went wrong, now let's do it again.

Sgt. Paul Tran has been a member of the team for two years. He served as the opposition force – the bad guy – in the exercise above. Once the scenario was over he was flushed, short of breath and a trickle of blood oozed from his nose.

"This is good training to have as an M.P. – it's tactical," Tran said about why the team trains so hard. "When you play the opposition force you have to play hard. We train as hard as we can so we can get the effect of how it feels to secure a room."

Training in the empty housing unit gives the team a more realistic experience in reacting in the type of environment they are likely to respond in. So when Tippet learned the empty building was going to be brought down he asked the garrison commander if the Special Reaction Team could use it to train.

Using the facility to train just makes good sense, said Col. Thomas A. Allmon, Fort Myer Military Community garrison commander.

"The building is a perfect place to train first responders," Allmon said. "While there are artificial training areas, there's nothing like the real thing. Training there is more realistic and stretches our training dollars."

The garrison has also provided the building to support a Joint Force Headquarters - National Capital Region first responder exercise in August and will use it to support the Capital Shield Exercise in November.

The Special Reaction Team beamed about the training session in Tencza.

"It helped us out a lot with stairwell training, which is something we don't see too much of," Tippet said. "With a 13-floor access we can keep moving and perfect our methods. It also helps to have rooms in a series. Instead of a small hallway we can go from apartment to apartment."



Picatinny children learn safety lessons from installation firefighters
Children line up to hug firefighter Roger McCollum during a visit by the installation firefighters to the Picatinny Child Development Center Oct. 27. The purpose of the visit served two functions. First, children watched

McCollum put on and take off his uniform as a way to help alleviate their fears of firefighters, who might one day need to rescue the children. Then, children learned age-appropriate actions to take in case they have a fire in their home.
(Photo by Tonya K. Townsell)

Carlisle Soldiers step back in time

**By Sgt. David Hopkins,
Carlisle Barracks
Public Affairs Office**

Members of the Carlisle Barracks Better Opportunities for Single Soldiers program visited Smithsonian museums on Nov. 23 to learn about natural history, military history and to go on a virtual 3D safari.

Eleven Soldiers fought the pre-Thanksgiving traffic and toured the Museum of Natural History and the Museum of American History in Washington D.C. before the holiday break.

One of the more dramatic displays was the military display in the American History Museum. It showed the similarities and differences of Soldiers from the French and Indian Wars through the current war in the Middle East, visually depicting scenes of military life and displaying weapons of friends and foes.

"It made me feel proud to wear the uniform," said Sgt. Chucky Herzog of the Human Resource Directorate. "It really gave

me a sense of where we've been and how far we've come."

In the museum, the Soldiers learned about the history of their nation. From colonization to the present, the Soldiers were able to see displays and artifacts that told the story of the American experience.

The Soldiers also traveled into the prehistoric world to see dinosaurs and sea creatures of a time long past in the Natural History Museum. There they traveled to Africa in a 3D IMAX theater, searching for exotic animals with a virtual guide.

"It seemed very realistic," said Staff Sgt. Lolien Toombs, post judge advocate paralegal NCOIC. "It felt like I was there with the guide seeing the animals. It was a great educational experience."

At the Museum of Natural History, the Soldiers experienced animals and insects, rocks and minerals, and plants and trees of the past and present.

"It was a worthwhile learning experience," said Sgt. Ricky Woods, BOSS vice



Pfc. George Galesky looks at an exhibit of a section of the Berlin Wall in the Smithsonian Nov. 23 during a Better Opportunities for Single Soldiers trip to Washington D.C.

president, "We got to know our history and learn things that we have never experienced."

(Continued from page 6)

When selected to attend the sniper school in Iraq, Gordy welcomed the chance to hone his infantry skills. Becoming a sniper proved to be a greater challenge than he realized.

"You learn so many unconventional warfare skills," said Gordy. "It's more independent and creative thinking rather than the usual straight forward 'Army style' of doing things. And there's the stress of trying to shoot while moving, shooting over long distances at moving targets."

The five-week school consisted of shooting, stalking, range estimation, reconnaissance, and target detection.

Students learned stalking tactics by choosing a "hide sight" offering the best surveillance opportunities.

Gordy was also taught how to decide on the best "hide sight" area based on camouflage, shadows, and the kind of ghillie suit (an advanced camouflage uniform) being worn.

Gordy admitted surveillance does become tedious as hours go by and nothing happens, but claims that's when a Soldier's professionalism takes over.

"Falling asleep or letting down your guard equates to something happening to your battle buddy," warned Gordy. "That

means it's your fault and something you have to live with the rest of your life."

Soldiers were also instructed to "over watch" (surveillance) enemy activity in selected locations. "This is simply watching and studying the house to see if anyone we're looking for is there," explained Gordy.

The sniper's primary mission is to provide long range precision fire on key targets and targets of opportunity. A key target can include a radio operator, platoon leader, officer or anyone in command position considered a threat to American forces. How a situation is handled depends on the type of mission the command gives; and missions come randomly, day or night.

One myth Gordy would like to dispel is the idea snipers work alone.

A team of two, and possibly up to four members may be assigned to a mission. Teams always include one shooter and one spotter.

Calculating a formula based on wind, barometric pressure, and temperature is the spotter's mission. He records the calculation in a data book then gives it to the shooter who adjusts his rifle accordingly.

(Continued on page 17)

Year's change commands a look

by Beau Whittington, Fort Myer
Pentagram editor

The Fort Myer Military Community had many opportunities to showcase itself as the Army's model installation during 2005 and Garrison Commander Col. Thomas A. Allmon says the new year will bring more of the same.

Last year started quickly as the community assets provided staging and other logistical support to the Jan. 20 inauguration.

"We played a major role in insuring the inauguration went off without a hitch," Allmon said.

The president also made several visits to the community during the year.

"It's a highlight any time our commander in chief comes onto the installation," Allmon said. "We are in a fish bowl, always on display to not only the senior leadership of the military, but also the political leaders of our nation and numerous political and military leaders of other na-

tions that come to visit the United States capital. We need to represent our Army proudly as its model installation."

There were command changes in three major partners on the installation. It started off with the United States Army Band when Col. Gary Lamb retired in June, ending his five-year stay as commander. Col. Thomas Rotondi picked up the baton to lead the band. Later that month Col. Chuck Taylor transferred leadership of the Old Guard to Col. Bob Pricone. Then in July Maj. Gen. Guy C. Swan III took command of the Military District of Washington. Maj. Gen. Galen B. Jackman, the outgoing commander, effectively switched place with Swan to become the chief of legislative liaison for the U.S. Army.

Installation leadership also had significant changes last year. Lt. Gen. David W. Barno became the assistant chief of staff this summer; then in November, Maj. Gen. Michael D. Rochelle assumed the leadership role as the director of the Installation



Col. Thomas A. Allmon

Management Agency.

"They brought fresh views and new ways to look at installation management,"

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"You have to do math with wind formulas," explained Gordy. "That means understanding wind direction and how fast it is because it will push the bullet so far to the left or right depending on where and how fast it's blowing. It's that technical."

A sniper has one and only one shot unlike the regular Army where Soldiers are "spraying and praying" with a rifle.

It's crucial a sniper hits the target because if he misses, it could end his life or the Soldier next to him instead.

"Just one minor mistake means major repercussions," added Gordy.

Stalks, because they're physically painful, and night firing, which is like shooting a "blur within a blur," were the hardest part of sniper training for Gordy.

Although a night scope is used, targets are moving at a formidable distance. But Gordy also says that's when intestinal fortitude kicks in, the secret to being a professional military sniper.

"Challenges are thrown at you that you never thought you could do," said Gordy. "You learn to reach down inside yourself and somehow find the energy to accomplish that mission. You have to be willing to go the extra yard, be motivated and you have to want to be there because you like the job and the people you work with."

Gordy also claimed it helps to grow up in the country to be a good sniper. He insisted Soldiers with that background have a sense of nature, know their way around a wood line and are the best shots thanks to previous rifle experience.

As to what gave him the strength and fortitude to successfully complete the sniper training, Gordy says he isn't really sure.

He recognized it was an honor and privilege to attend the prestigious school and therefore did his best to graduate. "I did not want to go back to my unit a failure. I just wanted to be a real Soldier and be part of the real Army," he said.

I'm finally through with the crawling. Now it's three in the morning and the mission has become monotonous because nothing is happening. It's cold and I'm sitting on a rooftop somewhere, once again saying to myself, "Why am I doing this? Why am I here?" Then I look to my left and right and see those guys and realize that's why I'm here, that's why I'm staying awake. So nothing happens to them and I can go home at the end of the mission knowing I did my part.

(Editor's note: The text in italics is quoted by Tyler Gordy, now a Cadet Candidate at the United States Military Academy Preparatory School here. This is the first of a two part series about Gordy's service in Operation Iraqi Freedom).

Local women recall APG WAC Detachment

By Yvonne Johnson, APG News

The first Women's Army Auxiliary Corps Detachment was established on the former Edgewood Arsenal in 1943. Numbering about 100, those women supported the Chemical Corps mission and their professionalism proved invaluable to the installation.

In a July 5, 1943 memo to Oveta Culp Hobby, director of the WAAC, Maj. Gen. William H. Porter, chief of Edgewood's Chemical Warfare Service, wrote that, "WAAC enrollees at Chemical Warfare service installations are engaged in activities of wide scope and variety, embracing both skilled and semi-skilled occupations. The more specialized personnel are performing the work of chemists, toxicologists, lawyers, meteorologists, mechanical engineers, etc. Others with technical training are surgical and veterinarian assistants, motion picture projectionists, radio and teletype operators, glass blowers, draftsmen and photographers. In addition, of course, your Corps is supplying stenographers, typists, mail, code, file, stockroom personnel and copy clerks, court reporters and librarians."

The WAAC was a huge success and Army leaders requested its conversion to the Women's Army Corps, which would make it a part of the regular Army.

Congress opened hearings in March 1943 and the WAC bill was signed into law July 3, 1943.

By 1944, the strength of the Edgewood's WAC Detachment was 111 out of an authorized strength of 174, and a July 6 memo to the First WAC Training Center at Fort Des Moines, Iowa, submitted by Lt. Col. H.B. Merrill requested even more, citing a shortage of meat cutters, clerk typists, truck drivers, cooks, stenographers and bookkeepers.

"It is requested that every effort be made to furnish replacements at the earliest possible date in order to alleviate the critical shortage of WAC personnel at this installation," the memo read.

Several women veterans still residing



Pfc. Judy Fortier, second from right, celebrates the WAC birthday at Kirk Army Hospital with fellow medical personnel. (Photo dates between

1962 and 1964.) Photo courtesy of WACVA CHAPTER 70

in Harford County fondly remember their service on Aberdeen Proving Ground as members of the forgotten WAC Detachment.

By the mid-60s more than 200 women were employed at Kirk Army Hospital and in administrative positions in the U.S. Army Ordnance Center and Schools and other offices throughout the installation.

Judy Fortier, president of Aberdeen's Chapter 70 WAC Veterans Association, spent more than 25 years on APG, both active and civilian, as a medic at Kirk and as a safety officer with the Ballistics Research Laboratory and at the U.S. Army Test and Evaluation Command.

A native of North St. Paul, Minn., Fortier joined the WAC right out of high school in 1962. After basic training at Fort McClellan, Ala., and medical training at Brook Army Hospital at Fort Sam Houston, Texas, she arrived at APG in December of the same year.

Fortier said that during her time there,

the WAC detachment consisted of six buildings housing an orderly room and barracks for about 200 occupants.

"Kirk was a full service hospital then" Fortier said. "We worked shifts around the clock because it never closed."

She said that WACs were in demand at every site on APG because "we were very good at what we did. We were sought after and very well respected."

She said that WACs were treated as "young ladies" and were never lacking invitations during holidays.

"The provost marshal didn't want us walking home at night when we got off shift so we were told to call for a car and the MPs would pick us up and take us home," she said.

Being so far from home, Fortier spent most of her holidays at APG.

"There was no shortage of invitations

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to meals for those of us away from home during the holidays," she said. "We had to go in uniform, but it was nice to sit down with a family, even if it wasn't yours. The sergeant majors always looked out for us," she said.

She said she still treasures the years she spent as a WAC.

"For me, it was a great place to spend my years from 18 to 21," she said, adding, "self discipline was the primary effect" the military had on her.

"I learned how to take care of myself, how to treat people and how to lead people," she said.

As a barracks sergeant, leading 30 personnel and working three different shifts at Kirk, Fortier said the Army taught her how to manage and prioritize.

"The Army gave me the basis for my entire career," she said. "I took a lot of college courses I needed to do my job better, but I got my education in the Army."

Fortier left the WACS in 1966 but continued to work at Kirk for 13 years until the hospital converted to a health clinic. She went on to serve as an indus-

trial hygienist for APG and trained at the Army Environmental Hygiene Agency at Edgewood, then as safety specialist for APG and the Ballistics Research Laboratory and TECOM. She retired as safety director at the NASA Goddard Space Center.

Like Fortier, chapter member Thelma Mae Garbinski, from a small town in Virginia, joined the WACs 13 days after graduating high school in 1961. She arrived at APG on a train from Fort Benjamin Harrison, Ind., where she had trained as a personnel administrative specialist.

Garbinski recalled the barracks were "little cubicles with fiberglass partitions."

"There were two to a cubicle, and you could open the doors to the lockers separating you to make it more private," she said.

She worked at the OC&S in-processing candidates to the Officers Training Course.

"They were right out of college and scared as anybody," she said.

Garbinski agreed that her years in the Army "formed the person I became."

"I was a farm girl from the country and I had never been out in the world," she said. "I grew up real fast."

She said one of the people who influenced her most was her barracks sergeant, then Staff Sgt. Mildred Kelly, who went on to become the first black female sergeant major and command sergeant major in the Army.

"She taught me so much," Garbinski said. "She was very sharp. I tried to emulate her and wanted to be just like her."

Her desire to be the best she could be paid off as Garbinski was selected WAC of the Quarter three times and was promoted to E5 in just over two years.

She said being a WAC gave her a confidence she'd never had.

"I loved my job and I really felt proud when I wore the uniform," she said. "I really felt good about myself."

Garbinski met her future husband in the mess hall that served the WAC Detachment. A sergeant at the time, he went on to retire as a chief warrant officer 4 in the National Guard.

She said she left the WACs shortly after becoming pregnant with their first child but that she can still "spot a former WAC today," which is how she met Fortier.

"There's something about us," she said. "We carry ourselves just a little bit differently."

She noted that Chapter 70 member June Adcock was a sergeant when she came to APG and her unit's former commander, Capt. Donna Webber, lives in Havre de Grace.

"There's surely more of us around," she said. "It's just taking us a while to find each other."

Command Sgt. Maj. Mildred Kelly died in 2003 and is buried at Arlington National Cemetery.

(Editor's note: Historical information for this article was provided by Jeffery K. Smart, command historian, U.S. Army Research, Development and Engineering Command.)



Spc. Thelma Garbinski, bottom, pose with fellow members of the APG Women's Army Corps Detachment, Pfc. Patricia Clapper, top, and Ines Keller, center, in this APG News file photo

after being selected for Department of the Army screen tests for a film promoting the military in 1963.

Photo courtesy of WACVA CHAPTER 70

First presidential visit

President thanks vets in speech at Tobyhanna

**by Jacqueline Boucher,
Tobyhanna Public Affairs Office**

President George W. Bush delivered his Veterans Day address and remarks on the war against terrorism to an audience of more than 2,500 at Tobyhanna Army Depot.

In attendance were depot civilian and military personnel, their family members, veterans and elected officials. Undaunted by chilling temperatures and a brief snowfall, people stood in line for 60 minutes before entering the maintenance facility to hear the nation's 43rd president. It was the first presidential visit to the depot in its 52-year history.

Seated on the stage behind the president were veterans of several wars, active-duty and Reserve Component military personnel, and civilian employees. Many of those employees have deployed to Southwest Asia in support of Operation Enduring Freedom and Operation Iraqi Freedom.

Flanking the stage were a Firefinder Radar set, a Multiple Threat Emitter System and a Tactical Satellite Communications System Terminal. Those and hundreds of other communications-electronics systems are repaired and maintained by Tobyhanna personnel.

"It was very exciting," said Terri Scanlon, supply technician, Requisitioning Division, Production Management Directorate. "It was an amazing experience to be so close to one of the most powerful men in the world," she said of her vantage point on the stage.

Col. Tracy Ellis, depot commander, introduced the president as he stepped on the stage. Ellis greeted his commander-in-chief with a crisp salute, and Bush thanked him for his years of service to the country.

Accompanied by cheers from the crowd, Bush began by commending depot technicians on the difficult work they perform here and while deployed to

places from Afghanistan to Kuwait to Baghdad International Airport.

"Tobyhanna is a fitting place to commemorate Veterans Day," the president said. "In the better part of a century, this facility has provided critical services for our armed forces. Around the clock and around the world, personnel from here maintain technology that our troops use to take the fight to the enemy."

Bush also praised the depot's military families and community, saying that support for those who wear the uniform and

"The American people stand with our military families," "We will confront this mortal danger to all humanity; we will not tire or rest until the war on terror is won."

of each other through difficult times brings great pride to the country.

"The American people stand with our military families," he said.

The president paid tribute to military members, past and present, by remembering the 25 million veterans who have worn the uniform of the United States of America.

He spoke solemnly of the debt of gratitude Americans owe the men and women who stepped in when America needed them, triumphed over brutal enemies, and answered the prayers of millions around the globe.

"Each of these men and women took an oath to defend America—and they upheld that oath with honor and decency," he said.

Bush said that through the generations, service members have humbled dictators and liberated continents, and set a standard of courage and idealism for the entire world.

"All of America's veterans have placed the nation's security before their

own lives," the president said. "Their sacrifice creates a debt that America can never fully repay."

Switching focus from the veterans of the past to the "new generation of Americans defending our flag and our freedom in the first war of the 21st century," the president renewed his commitment to fighting the war on terrorism.

"The war came to our shores on Sept. 11, 2001," he said. "We will confront this mortal danger to all humanity; we will not tire or rest until the war on terror is won."

He said it was American courage that liberated more than 50 million people from tyranny. It was courage that kept an untiring vigil against the enemies of rising democracies. And it was courage in the cause of freedom that would once again destroy the enemies of freedom.

"Our coalition, along with our Iraqi allies, is moving forward with a comprehensive plan," Bush said. "Our strategy is to clear, hold and build. We're working to clear areas from terrorist control, to hold those areas securely and to build lasting, democratic Iraqi institutions through an increasingly inclusive political process. "We're on the hunt," he said. "We're keeping pressure on the enemy."

Bush explained that the work ahead involves great risk for Iraqis and American and coalition forces.

"We've lost some of our nation's finest men and women in this war on terror." The president said. "Each of these men and women left grieving families and left loved ones at home. Each of these patriots left a legacy that will allow generations of fellow Americans to enjoy the blessings of liberty."

"Each loss of life is heartbreaking," Bush said. "And the best way to honor the sacrifice of our fallen troops is to complete the mission and to lay the foundation of peace for generations to come."

(Continued from page 5)

Web site," Horne said. "Everything on the Web site is listed here and it makes it a one-stop shop to find what you are looking for. The new color graphics and pictures on the home page give the Web site a whole new look too."

Additions to the site include a complete new look changing over to the "Army of One" colors; a Site Map; an index of every article in the current week's paper; links to installation Web sites and tenant newsletters; information on contacting the Garrison Public Affairs Office, weather and more.

The Site Map makes it easier for viewers to locate information within the Web site.

"If a reader wants to see a specific article, all they have to do is click on the page number and that page will pop up," Voshell said. "To view information about the Public Affairs Office, click on the button of the same name in

the side bar."

This page contains information on points of contact in the Garrison Public Affairs Office, and PAOs in other tenant organizations.

The photo gallery will soon begin to fill up with a collection of photos not used in the newspaper because of space issues. They will be grouped by week and then by story subject.

"Because we've had many requests from readers for more photos taken at events, I decided to add more photos to the 'Photo Gallery [in the menu bar]," Horne said.

Also, due to lack of available editorial space in the paper, there is now a direct link to the Army News Service homepage in the side bar.

"The Army News Service Web page is a great place to stay current with everything that is happening around the Army. There just isn't enough space in

the APG News to cover Army News each week," Horne said.

The "Archive" button on the menu bar still works the same, but papers are only readable by portable document format (pdf.), using Adobe Acrobat Reader 7.0, which is available for free download on the homepage. APG News issues are archived back to 2000.

The "History" button on the menu bar hasn't changed much, but Voshell, being a history buff, researched and found some old copies of the APG News predecessor, "The Flaming Bomb" from Jan. 21, 1943. This issue is now available for all history buffs to enjoy.

The other link that hasn't changed is the "Advertise in APG News" button on the menu bar. This is a direct link to Homestead Publishing Company, which publishes APG News, for inquiries about classified advertising in the post newspaper.

APG NEWS
www.apgnews.apg.army.mil

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Click to open this week's paper.

Monroe programs earn Army acclaim

**By Patricia Radcliffe,
Fort Monroe Casemate**

Two Morale, Welfare and Recreation Division programs at Fort Monroe have been presented top Army titles for their quantity and quality of service.

Both the fitness center and outdoor recreation wrangled "Program of the Year" awards during an Oct. 17 Army Recreation Training Conference in San Antonio, Texas. The two facilities competed in the "small installation" division.

The awards were presented to Paul Heilman, post MWR director, by Col. Charles J. Sniffin, Deputy Commander of the U.S. Army Community and Family Support Command. Only 12 individual and 27 program awards are presented to the Army's community recreation programs and team members annually, according to www.armymwr.org.

Selection for "Program of the Year" is based on several criteria, the Web site also noted. Among them are activity types and number, employees' credentials and awards, and customer ratings.

"They are good," Heilman said of the

two programs' employees. "Their standards are really high for customer service. Also, for a small installation, we have a lot of activities going on."

Heilman praised the fitness center team for their attitude and commitment toward doing a commendable job.

"I think they're true professionals in recreation, and they enjoy their jobs – you can tell by the way they take care of the fitness center. When you go there, you can see that it's well maintained. Service is very good; they actively engage the customers. And they listen to what customers want and try to develop programs that are geared toward their needs."

He also commended the fitness center staff for its active role in daily classes and ability to entice a regular clientele. "There is always activity going on there whether it's working out or getting refreshments at (Fitside Perk)," he said.

Outdoor recreation's three-person staff is every bit as busy, Heilman noted. And the customer only sees part of their regular contributions to the installation.

"Outdoor recreation is involved in a lot

of different areas. They set up canopies for all major events going on throughout the year. They support post-wide events – i.e., organization days, concerts and the (Hampton Cup) regatta. It takes a lot of effort to set up the tents and grills, canoes, kayaks; all those types of things," Heilman explained. "They also run the picnic shelters and coordinate them throughout the year. They have four storage areas, and the 13-slot campground keeps them very busy."

Despite an already ambitious schedule, however, Heilman said both activities are very proactive in their search for ways to increase and improve services to the Fort Monroe Community.

"I think it's good to be recognized for your efforts, especially through this Army-wide award program in which they compete against their peers. I don't think they look for recognition, but I think that for them it's deserved. They impress our customers all the time," Heilman said.

A Fort Monroe MWR program also shared the Army CFSC limelight last year. The Fortress Frame and Craft Shop was named "best craft shop for a small installation" in 2004.



Fort Monroe garrison commander, Col. Jason T. Evans, center, poses with members of his MWR staff who recently earned "Program of the Year" awards from the Department of Army. Also pictured, left to right, are: Ron Finchum, Randall Gaskins, Francis Draudt, Tracey Wigfall, William Washington, Paul Heilman, Ralph Kelly, Mark Mobley, Ben Daniels, Bobbie Hawkins, Sofia Carter and Jeanette Coffman. (Photo by Patricia Radcliffe)

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liaison between Fort Meade residents and Picerne, the private developer responsible for family housing at Fort Meade. Washington helps residents resolve a wide range of housing problems by interceding on their behalf with Picerne.

"I'm here to help resolve their issues and to provide answers to their questions," said Washington, noting that she helps with problems ranging from rental allotments and rental delinquencies to maintenance mishaps and housing policies issues such as provisions for exceptional family members. Washington said whenever Fort Meade residents have a housing problem, they should call their neighborhood management office first. But if the problem continues, she can act as a go-between with the manager of the neighborhood management office and

any other party.

Washington said recently, Fort Meade residents have been calling the Commander's Hotline with their housing problems. She said residents may not be aware that is best to contact her first in regard to housing issues to see if they can be solved immediately.

Washington started her career in military housing in 1990, when she worked for Army Family Housing at Fort Ord, Calif. When the fort was closed due to a BRAC, she went on to work for Navy Family Housing in Monterey, Calif., from 1992 until she came to Fort Meade in 2000.

Washington said the privatization of military housing is a "very exciting and new adventure." She said that by the early 1990s, military housing was "getting older and budgets were getting smaller.

Privatization was an option for the military to improving housing much faster." Although privatization has been an adjustment for Fort Meade residents, she said the program is worthwhile.

"I do believe in this project," said Washington. "Privatization is what is needed in the future for families. It can bring them quicker to an improvement of their quality of life."

Washington said she is dedicated to a career in military housing. "I am one who still believes in helping military families, that's why I do what I do," she said, noting that residents who need her help can call or visit her office.

Editor's Note: For housing issues, call or visit the Residential Communities Initiative Liaison Office at 4463 Leonardwood Avenue at 301-677-7748.

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Allmon said. "I'm looking forward this year to implementing their guidance and policies as we seek to better serve our customers."

Additionally, the Fort Myer Military Community welcomed Command Sgt. Maj. Abe Vega and a new deputy, Gene Davis, to the team.

But the biggest and most demanding event at Fort Myer was conducted on Summerall Field when Air Force Gen. Richard B. Myers stepped down after four years as chairman of the Joint Chiefs of Staff on Sept. 30 and his successor, Gen. Peter Pace, the first Marine to hold the post, was sworn in.

Fort Myer employees and Soldiers spent several weeks readying the installation for the event. When the day came the field was manicured, parking lots were striped and security requirements were coordinated with the Secret Service. After all, when you host hundreds of dignitaries, not to mention the president, vice president and defense secretary you have to look your best.

"There are a host of missions that have to be met for such events," Allmon noted. "Everything from the obvious – like security – to the not so obvious – like where exactly on Summerall Field do we emplace the concrete camera stand. Once again the total team effort by the FMMC workforce

and our dedicated partners made things happen – they always do. I continue to salute their outstanding efforts."

Last year garrison leadership focused on gaining Soldier feedback to enhance their quality of life and ensure their voice was heard at the installation level. For instance Vega established a quarterly Soldier forum to hear from Soldiers.

"Leaders need to be active listeners," Allmon said about Vega's program

As a result of the program, Fort Myer has opened an Internet cafe and a new ATM in the recreation center. There is a vigorous barracks improvement program, facility hours have changed to meet Soldier needs, new fitness equipment has been purchased, a Subway franchise has opened and the automotive craft shop has been up graded.

There were also a number of construction and renovation projects in the works last year. Wright Gate got a new inspection station. The canines got a new joint kennel facility, in partnership with the Marine Corps at Henderson Hall. Construction began on a new motor pool for the Old Guard and public works set up an interim facility for them. And, the Conmy Hall renovation began and was completed within the year.

One major project underway on Fort McNair is Lincoln Hall, a facility for the National Defense University.

"That's a monumental project," Allmon said. "This project is moving forward with great progress as a direct result of the leadership and expertise of the public works directorate and the Baltimore Corps of Engineers."

The event that pleased employees most however was avoiding the axe with the Base Realignment and Closure announcement. Part of the BRAC decision was for the community to assume the installation management responsibilities for Henderson Hall.

"I'm looking forward to continuing to partner with Col. Tony Van Dyke [Henderson Hall's Marine Corps base commander] to ensure we gain efficiencies by joining in installation management operations. This joint installation endeavor is the way of the future for the National Capital Region. Our resources are limited and we must break service paradigms and the way we look at installation operations – just look at one of the largest partners in the Fort Myer Military Community: the JFHQ-NCR. It can and will happen. We just need to broaden our vision."

Last year's announcement of the Secretary of the Army's focus on the Lean Six Sigma methodology for business practices directly affects operations in the coming year. This methodology seeks to make operations more efficient and improve cus-

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DOD kids visit White House for annual Christmas party

President Bush welcomed children of military families during early December as part of an annual Christmas event at the White House.

About 120 elementary schoolchildren attended, including 60 children with parents stationed at local Army, Navy, Air Force and Marine bases, a White House official said.

Of those children, about 54 have parents who are or have been deployed overseas and four have a parent who was wounded, some of whom are recovering at Walter Reed Army Medical Center, said Susan Whitson, a spokeswoman for first lady Laura Bush.

The president thanked the children with parents in the military on behalf of a grateful nation.

"I know it's hard when they're away; this has got to be a difficult time for you," Bush said. "But we really want you to know that they're doing important work. They're not only protecting the country, but they're helping other boys and girls live in freedom like we do here in the United States, and that's important."

Afterward, the president and the first lady sat with children as professional ballet dancers performed scenes from "The Nutcracker."

Ballerina Julie Kent, who played the Sugar Plum Fairy, said she hopes

the children at the White House had a "magical 20 minutes."

"I think that ballet, and especially 'The Nutcracker,' has the ability to bring beauty and joy in your life for a brief period, and it allows you to hope, and it allows you to dream, and especially 'The Nutcracker' ushers the Christmas spirit in all our hearts," Kent said after Monday's performance.

Kent said her father, who passed away in June, spent 30 years in the military, retiring as a Navy captain.

She said the children from military families should know that she and others admire their parents' bravery.

"They're all heroes," she said. "Every single one of them."

President George W. Bush (above) greets some of the children at the annual White House Christmas Party while Mrs. Laura Bush (right) has a moment with a little friend. Scenes from The Nutcracker were presented to the children (below).

Story and photos courtesy of the Stars and Stripes



Monroe major earns Army award for busy Iraq rebuilding program

**By Patrick Buffett,
The Fort Monroe Casemate**

A Fort Monroe major was honored at an Arlington, Va., ceremony earlier this month for his contributions to community rebuilding projects in Iraq.

Maj. Robert W. Shelton, chief of staff for the Northern Region's Army Contracting Agency, was presented the Secretary of the Army Excellence in Contracting Award for superior service during a contingency operation. The major was part of a team that arranged more than 2,000 reconstruction projects, at a cost of nearly \$100 million, across south central Iraq between September 2003 and May 2004.

"Schools, clinics, banks, government buildings, electricity and water ... the list goes on and on. If the tribal leaders described a genuine need, we tried to help them build it," Shelton said. While in Iraq, he was the director of contracting for the Coalition Provisional Authority South Central (CPA-SC), Regional Contracting Office (RCO).

"At the time, it was the largest RCO in Iraq with an area of responsibility that covers about half the country's land mass and includes six provinces, which are occupied by nearly 12 million Iraqis," the major said.

But the size of the operation was the least of his worries throughout the deployment, he said. He was in a country where corrupt business practices had been condoned by a greedy, dictatorial government for decades. Opposition forces also frowned upon westerners poking their noses into Iraqi business, and this large "backyard" included hot spots like Fallujah, Karbala, Wasit and Najaf.

A portion of Shelton's award nomination reads as follows: "Maj. Shelton's personal work ethic inspired him to forego personal comforts; enduring hardships and extreme danger to move about the region to provide hands-on contracting support. In April 2004, when the cleric Moqtada Al-Sadr's Mahdi Army invaded and took over several cities including Najaf, Karbala and Wasit, (he) prevailed over many obstacles and peril to continue contracting opera-



Maj. Robert W. Shelton (second from right), chief of staff for the Northern Region's Army Contracting Agency, accepts the Secretary of the Army Excellence in Contracting Award from Army Acquisition Executive, Claude M. Bolton, Jr., Oct. 2 in Alexandria Va. Lt. Gen. Joseph L. Yakovac, Jr. (left), military deputy to the Assistant Secretary of the Army for Acquisition, Logistics and Technology, and Tina Ballard, Deputy Assistant Secretary of the Army for Policy and Procurement, were also on the dais. (U.S. Army photo)

tions to meet the emergency needs of the Governance Coordinators."

During his time in Iraq, the nomination also noted, three project managers with the CPA-SC were killed by hostile fire at close range. In addition, several other coalition team members were wounded during the reconstruction effort.

"Security was definitely a concern," Shelton said. "I remember numerous occasions when we were out there on our own in a pair of brand new SUV's that pretty much screamed coalition forces. And there were plenty of incidents in the area to remind us that the opposition was all around us; but we dealt with it and did the job we were sent there to do to the best of our abilities."

To successfully accomplish his mission, Shelton first had to introduce the basics of American contracting to a wide range of Iraqi citizens – from the common laborer to tribal leaders and sheiks.

"There was no shortage of 'businessmen' who wanted to be part of the rebuilding process," the major noted. "Our problem was identifying those who actually had a background in that sort of work. Many had literally been teachers, taxi cab drivers or shopkeepers as early as the day

before, but they were introducing themselves as engineers or proprietors of construction companies.

"We also made it clear up front that price gouging would not be accepted," Shelton added. "That was quite a shock to some, because they had been allowed to do business that way for years."

The importance of the fair business practices Shelton helped achieve in Iraq was described in the award nomination as follows: "(He) was able to teach and instill a basic code of ethics to many of the local business leaders. Through his efforts, bribery and corruption were significantly reduced. ... The business partnerships and trust relationships Maj. Shelton built, where such western business relationships had not existed for decades, clearly supports the U.S. Government's commitment in Iraq ..."

Shelton had created a reconstruction "monster" that easily consumed every waking hour. For eight months solid, he contributed 12- to 16-hour days. There were no breaks for Thanksgiving, Christmas or the New Year.

Initially, the region spent U.S. dollars hoarded by the Hussein regime, and the

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RegionRoundUp

Auction raises funds for Pentagon Memorial

by Matt McFarland
Pentagram staff writer

Last week more than \$17,000 was raised for the Pentagon Memorial Fund at an eBay auction of more than 50 items. All proceeds benefited the Pentagon Memorial Fund.

Two items brought in the most money: lunch with former CIA and FBI director Judge William Webster and tickets to the Indianapolis 500, according to President of the Pentagon Memorial Fund Jim Laychak. Other items included club-level seats for the Dr. Pepper Big 12 Football Championship and tickets to U2's Vertigo tour.

"There are two things we need - funds and awareness. It helped us with both," said Laychak. He said a future fundraiser using eBay is possible.

The 10-day auction is the latest of the Pentagon Memorial Fund's efforts to finance the \$18 million memorial for the 184 persons killed at the Pentagon on Sept. 11.

Currently \$8.5 million has been raised. After raising the \$18 million, construction will begin. Then a \$10 million endowment will be raised to ensure upkeep of the memorial. Since beginning its national campaign the non-profit has raised nearly 50 percent of the money required to break ground.

"It's not an easy thing to do. I think we've been focused on making sure people know what we're all about and what we're trying to do," said Laychak. Originally the organizers planned to host the event the week of September 11 to help raise awareness for the auction. But in the wake of Hurricane Katrina they felt it would have been inappropriate.

Laychak's group is committed to raising money without spending a lot of money in the process. "We're focused on making sure at least 90 cents on every dollar goes towards the memorial. Our overhead is pretty low when you compare it to other charities."

Targets for donations include corporations, foundations, and individual citizens.

The construction of the memorial will be handled by Centex, a Dallas-based company and the Washington-area company Lee and Associates.

As fundraising continues, designers Keith Kaseman and Julie Beckman are also at work.

The first full-size prototype memorial unit was just cast. They are also fine-tuning details such like lighting and the placement of the maple trees.

Laychak expects construction to begin in fall of 2006 with the memorial opening in 2008.

"We've come a long way and I feel confident that we'll raise the remaining funds needed to build the memorial."

He encourages readers to visit www.pentagonmemorial.net and to make a donation. Currently the group is encouraging potential donors to commit to donating \$9 for 11 months. If everyone signed up said Laychak, the fundraising would be complete.

USAWC faculty member to lead counterinsurgency doctrine project

Tom Zimmerman, Carlisle Barracks Public Affairs Office

A U.S. Army War College faculty member may have a huge impact on the future of

the global war on terrorism without even firing a shot.

Dr. Conrad Crane, director of the Military History Institute, has been asked to be the lead author for a new counterinsurgency field manual for the Department of Defense.

"I have been doing research and analysis on stability operations and unconventional warfare since my early days in the Strategic Studies Institute in 2000. I was attracted to the topic because it appeared to me that the Army needed a lot of improvement in those areas," said Crane.

His experience in the area is well-known throughout the defense community.

"I am a West Point classmate of Lt. Gen. David Petraeus, [Commander of the Combined Arms Center at Ft. Leavenworth] and he is also familiar with the other work I have done. He asked me to become the lead author for the new Counterinsurgency field manual." Crane has experience writing doctrine during a tour at the U.S. Army Air Defense School in the mid-1980s.

Doctrine is defined by DoD as "fundamental principles by which the military forces or elements thereof guide their actions in support of national objectives. It is authoritative but requires judgment in application."

"These manuals are supposed to help commanders in the field to plan and execute their operations," said Crane.

Crane will be part of a team from the Combined Arms Center at Fort Leavenworth that will draw together contributors from other military agencies and academia.

"We are breaking new ground for the Army on counterinsurgency, a subject that has received limited attention by the service during the last

30 years," said Crane. "We are going back to writings of the 1960s and 1970s, incorporating insights from experiences in the 1980s like El Salvador, and updating everything through the prism of our own recent experiences in Afghanistan, Iraq, and the Philippines."

The new document is expected to be completed next year.

"We expect to have a draft done by late January, and then will conduct a conference to review it at Fort Leavenworth in February," said Crane. "We will revise the manual again to incorporate insights from the conference, and then distribute it to the field. We hope to have the final product completed by the summer."

Myer and McNair facilities upgraded

by Matt McFarland
Pentagram staff writer

The Fort Myer Military Community's Morale, Welfare and Recreation Division is currently upgrading facilities such as the Recreation Center and Fitness Center.

A grand re-opening ceremony is planned for the Recreation Center in late November or early December, said Morale Welfare and Recreation Deputy Director Ed Gonzales.

The improvements were made possible after the Fort Myer command secured funding.

"We've been able to put it back into good use for Soldiers and other authorized users," said Gonzales.

Upgrades to the Recreation Center include an Armed Forces Bank ATM machine. It will be located between the

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double doors in order to remain accessible 24 hours a day while not jeopardizing the building's security.

A new floor was installed in the ballroom, the drapes were cleaned, and wallpaper will be added soon. An "Internet Lounge" will replace the Frame Shop. It will include six computer stations. Coffee and magazines will also be available.

"It's kind of like an extended living room," said Gonzales.

The old donut shop will be converted to a Tours and Travel office.

Both Forts Myer and McNair fitness centers are receiving new exercise equipment, which Gonzales says is very user-friendly. The upgrades, as well as new carpeting in the McNair weight room, should be completed within a week. One exception is the resurfacing of the Fort Myer basketball court, which should be completed in the near future.

The Child Development Center has received new furniture. The Youth Services office will also receive new furniture shortly. Also benefiting from the upgrades is the Auto Craft Shop, which will receive three new lifts.

Wilson Middle School Students tour SSC

NATICK, Mass. - The U.S. Army Soldier Systems Center's (SSC) Women in Science and Engineering (WISE) Program sponsored an installation tour for the Wilson Middle School on Nov. 29.

The middle school students had the opportunity to tour the Climatic Chambers, the Biomechanics Lab, the Fiber Plant, the Parachute Pro-

totype shop, Superheated Liquid Injection Cogeneration Kitchen (SLICK), and various types of shelters as well as a chance to view a Comfort Clothing demonstration, Blown Film Extrusion (nanotechnology), a packaging demonstration, sensory evaluation, microscopy, chemical/biological protective clothing, as well as camouflage and night vision technology.

Kathy Evangelos, program integrator for the Combat Feeding Directorate, has been the main organizer of the tour for the past seven years.

"As scientists and engineers, I believe it's critical to share our knowledge and passion for what we do with students, like those who participated in this year's science and engineering field trip. Having the exposure to world-class, interesting science and technology, is a great thing for these students and I hope it will inspire them to consider going into the fields of science or engineering. The presenters are just great and really capture their interest. I truly enjoy this event each year and continue to receive great feedback from all participants at the SSC and from the students, teachers, and parents," noted Evangelos.

The students were broken up into several groups. Maj. Carlos Correia accompanied one group. While on the Quad, Correia pointed out the various shelters and containerized equipment and noted, "All the equipment you see here is important because it helps Soldiers survive."

Alex Schmidt, a mechanical engineer for the Combat Feeding Directorate, demonstrated the SLICK to students. Schmidt stated, "From my perspective, the reason we invite students to Natick is to expose them to careers in science and engineering. The actual project participants are demonstrating and talking about their in-development equipment. A student might never imagine themselves having such a job--and suddenly it

becomes a reality."

For more information about the Soldier Systems Center, please visit the website at: <http://www.natick.army.mil>

Deployed officers returning to their families, seminars

Lt. Col. Merideth Bucher, Carlisle Barracks Public Affairs Officer

The Army's decision to deploy officers prior to their War college graduation made local headlines last year, and will likely again as these same officers have begun returning to Carlisle Barracks at the completion of their tours.

The Department of the Army alerted nine Army officers from the USAWC class of 2005 to deploy in January 2005 as part of an Army initiative to resource war fighting units and stabilize commands. Eight officers deployed to positions in Iraq and one officer deployed to Afghanistan. While they departed as a group most are returning individually once their positions are backfilled in theater and they are cleared to depart.

"We have made provisions for the returning officers to join existing seminars in the AY06 class, which is currently underway," said Col. Kevin Weddle, deputy dean of academics. "The group of nine officers is returning to a slightly different curricular model, which was identified when they departed.

"Our charter is to integrate them into the new curriculum in a manner that will allow them to complete the requirements for the USAWC diploma and the Master of Strategic Studies Degree so they can graduate in June with the class of 2006," added Weddle.

"It is terrific to have these officers return to Carlisle Barracks," said Maj. Gen. David

Huntoon, USAWC commandant. "We are happy they will be reunited with their families after a tough year of professionally challenging work," said Huntoon. "And they will bring with them a strong operational currency that will benefit the War College, their fellow students, the faculty, and the U.S. military in their future strategic level responsibilities."

FBRC retracts satellite restrictions for new homes

By Julia LeDoux

Residents in Fort Belvoir's housing villages wanted their satellite dishes, and now they can have them.

"We heard the residents, they wanted them," said Community Manager Tric Zyzyk. "We changed our minds on that."

Fort Belvoir Residential Communities reversed a policy that had prohibited satellite dishes in October after hearing from numerous residents who wanted the ability to tune in to special language and special interest channels.

"We listened to the residents and we accommodated their wishes," Zyzyk said.

Requests to install a satellite dish must be put in writing and presented to the resident's community manager.

"It's normally approved on the same day," noted Zyzyk. "It's a simple procedure."

Twenty-five requests for satellite dishes were processed on a single day in November, she said.

The maximum permissible size of a satellite dish is 18 inches and it should be located behind or to the side of the housing unit on a free standing pole, according to the Resident Responsibility Guide, and can

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AROUND THE ARMY

President Bush approves 3.1 percent pay raise

President Bush has formally approved a 3.1 percent average pay raise for white-collar federal employees next year.

The raise is included in the fiscal 2006 Transportation-Treasury appropriations measure ([H.R. 3058](#)), which Bush signed Wednesday.

The 3.1 percent increase provides pay parity between civilians and military service members. The Bush administration had proposed a 2.3 percent civilian increase, but as in previous years, the president ultimately accepted a larger raise backed by both the House and Senate.

Now President Bush must decide how the raise will be divided between an across-the-board increase and locality pay differentials. Earlier this year, the Federal Salary Council [recommended](#) that 2.1 percent be allocated to across-the-board pay and 1 percent to locality raises. Historically, the president has followed the council's advice.

Colleen Kelley, president of the National Treasury Employees Union, Thursday called on President Bush to issue an executive order immediately detailing how the raise would be divided. Such an action, she said, "would send not only an important message to federal workers about the value of their efforts on behalf of the American people, it would send the right message."

The Transportation-Treasury measure also includes provisions designed to help federal employees whose jobs are placed up for competition with private firms under the Bush administration's competitive sourcing initiative.

Under the legislation, agencies must let in-house employees form a team and defend their jobs against outside bidders any time more than 10 positions are at stake. In those contests, federal employee teams will be granted a cost advantage amounting to either 10 percent of personnel-related costs or \$10 million--whichever is lower.

Army incentives for ex-service members: Old rank, no basic training

By [Jeff Schogol](#), Stars and Stripes

The Army wants you ... again.

Under a new program, former servicemembers from all branches of the military can join the Army at their old rank and without going to basic training again, said Army spokesman Lt. Col. Bryan Hilferty.

The Army has sent mailings to about 78,000 former servicemembers in a bid to get about 1,600 to join up, Hilferty said.

The program removes past obstacles that may have prevented servicemembers from rejoining the military.

"It's just common sense," Hilferty said. "These are people with the propensity to serve, who have served and who are trained."

"If they want to serve, we should give them the opportunity to serve."

Servicemembers who left with the rank of E-5 and below can now keep their rank for up to four years after leaving the military, up from two years under previous policies, Hilferty wrote via e-mail.

Also, soldiers who have left the Army within the past three years can rejoin without having to go through boot camp again, he wrote.

Former sailors and airmen would still have to undergo the "Blue to Green" training course unless they have attended Army or Marine boot camp in the past.

Hilferty said the mailings to former servicemembers went out on Nov. 14, so it is too early to tell what kind of a response they are receiving.

The mailings list several enticements to lure former servicemembers back into the Army's ranks.

Former active-duty soldiers are eligible for \$19,000 in bonuses to rejoin the Army: \$14,000 for priority training and \$5,000 for enlisting under the program, according to the mailings.

Former members of other branches of the service can re-establish their health care benefits, and those who qualify as officers in the Army Reserve could earn a bonus of up to \$6,000, the mailings say.

The program is an outgrowth of the Army's "Blue to Green" program, in which 450 sailors, airmen and Marines have become soldiers since September 2004.

The new effort comes as the Army missed its 2005 recruiting goal by more than 6,600 soldiers and the Army Reserve attained only about 90 percent of its recruiting target.

President Bush:

A clear strategy will ensure U.S. victory in Iraq

Donna Miles, American Forces Press Service

A clear, comprehensive U.S. strategy is showing solid progress in Iraq and will ultimately defeat terrorists there and ensure a free Iraq that inspires democratic reformers through-

out the Middle East, President Bush said today in Annapolis, Md.

Bush shared details of the "U.S. National Strategy for Victory in Iraq" today, emphasizing that the United States won't surrender Iraq to terrorists and won't abandon its mission there until it's finished.

Speaking to the brigade of midshipmen at the U.S. Naval Academy, Bush assured the group he wants the same thing all Americans want: to see U.S. troops win and to see them come home as soon as possible. "And those are my goals as well," Bush said. "I will settle for nothing less than complete victory."

Victory against terrorism is critical around the globe, and "the enemy must be defeated on every battlefield," the president said.

But victory in Iraq is particularly important, he said. "The terrorists have made it clear that Iraq is the central front in their war against humanity," he said, "and so we must recognize Iraq as the central front in the war on terror."

A comprehensive national strategy that's helping assure victory in Iraq that has three major elements: political, economic and security, Bush told the group. An unclassified version of that strategy is posted on the White House Web site.

Politically, the United States is helping Iraqis build inclusive democratic institutions to protect all Iraqis, engage those who can be persuaded to join the new government, and marginalize those who never will, the president said.

Economically, he continued, the United States is helping the Iraqis restore infrastructure, reform their economy and build the economic framework that will give all Iraqis a stake in the free and peaceful Iraq.

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On the security front, Iraqi and coalition forces are on the offensive against terrorists and those who harbor or support them, Bush said. They're clearing out areas controlled by terrorists, holding that territory using Iraqi forces, and following up with targeted reconstruction to help Iraqis rebuild their lives, he said.

At the same time, the coalition is helping the Iraqis build capable and effective security forces.

Bush cited solid progress in all three areas as more Iraqi security forces stand up and the country moves toward democracy, with national elections scheduled for Dec. 15.

"In just over two and a half years, the Iraqi people have made incredible progress on the road to lasting freedom," he said. "Iraqis have gone from living under the boot of a brutal tyrant to liberation, free elections and a democratic constitution - and in 15 days they will go to the polls to elect a fully constitutional government that will lead them for the next four years."

To critics who say the only U.S. plan in Iraq is to stay the current course, Bush offered a retort.

"If by 'stay the course' they mean we will not allow the terrorists to break our will, they're right," he said. "If by 'stay the course' they mean we will not permit al Qaeda to turn Iraq into what Afghanistan was under the Taliban - a safe haven for terrorism and a launching pad for attacks on America - they're right as well."

But if critics think "stay the course" means the United States isn't learning from its experience or adjusting tactics to meet the challenges on the ground, "then they're flat wrong," the president said.

"Our strategy in Iraq is clear," he said. "Our tactics are flexible and dynamic. We have changed then as conditions required, and

they are bringing us victory against a brutal enemy."

Conditions on the ground, not calls for artificial deadlines, will dictate when that victory is achieved and when U.S. troops can return home, Bush told the group.

"Setting an artificial deadline to withdraw would send the message across the world that America is weak and an unreliable ally," he said. "Setting an artificial deadline to withdraw would send the signal to our enemies that if they wait long enough, America will cut and run and abandon its friends."

"And setting an artificial deadline to withdraw would vindicate the terrorist tactics of beheadings and suicide bombings and mass murder, and invite new attacks on America," he said.

Terror war's strategy extends beyond Iraq and Afghanistan

Donna Miles, American Forces Press Service

The threat that led to the global war on terror began festering long before Sept. 11, 2001, and will continue to rage as long as al Qaeda and other like organizations keep spreading their ideology, Army Brig. Gen. Mark Kimmitt, from U.S. Central Command, said.

Kimmitt, CENTCOM's deputy director for plans and strategy, said the terrorist threat extends well beyond Iraq and Afghanistan. "And that problem set does not go away if we were victorious tomorrow in either Iraq or Afghanistan," he said Nov. 28 at the Heritage Foundation here.

A large network of terrorist organizations is working toward similar ideological goals, he said. "And it's not simply al Qaeda," Kimmitt said. "It's other groups with names such as Jamaah

Islamiyah, the Salafist Group for Preaching and Combat, the Islamic Movement of Uzbekistan. There is a large network of these organizations virtually connected in some cases, physically connected in others."

All share an ideology that wants to turn the clock back 15 centuries and create a global caliphate, he said. "That is clearly the intention of al Qaeda and its associated movements," Kimmitt said. "It has been said time after time after time."

Military operations alone won't defeat that ideology, Kimmitt acknowledged. It requires broad-based efforts within the U.S. government and those of other nations, as well as a long-term military response.

CENTCOM's strategy to confront this threat "is for a long war" that focuses beyond what Kimmitt called "the narrow lens of Iraq and Afghanistan."

The plan calls for a smaller U.S. footprint in the region and ongoing cooperation with coalition partners committed to fighting terrorism, he said.

The current U.S. force posture in the region "is just too large, and it can't sustain itself over time," Kimmitt said. "So as we talk about the long war, we talk about re-posturing ourselves to a smaller, more expeditionary, more capable force, but one that is drawn from sanctuary to the region as and when needed," he said.

While moving toward this concept, the U.S. military must continue to work with its coalition partners to help them help themselves, he said.

"Our partners need to be at the lead of this fight," Kimmitt said, noting that most understand the challenges ahead and are taking action against terrorists.

Kimmitt cited Jordan's King Abdullah as an example of a partner who is standing up to those challenges. Other examples can be seen in Kuwait and Egypt, he said.

"So as we continue to help our

partners help themselves, we believe that this is one of the fundamental strategies going forward," he said.

CENTCOM's overall strategy - taking the fight forward rather than allowing terrorists to strike the U.S., re-posturing U.S. forces over time, helping partners help themselves as they stand up to terrorists and denying terrorists safe havens and sanctuaries - is essential to the success of the long war against terror, Kimmitt said.

News Analysis: BRAC to enable the Army's Transformation

Cheryl Austin, Army News Service

The process of reorganizing Army installations and commands has officially begun. Nov. 8 was the last day that a joint Congress could reject the recommendations of the Base Realignment and Closure, or BRAC, Commission.

Each service is now tasked with submitting a BRAC implementation budget to the Department of Defense by Dec. 2, so that DoD may prepare and propose a budget for congressional approval.

The law governing the BRAC process requires that work on implementing the recommendations must begin within the next two years. All changes must be completed within six years, except areas requiring more time for environmental clean up.

These changes include repositioning forces returning from overseas to Fort Bliss, Texas and Fort Riley, Kan.

The Army's Training and Doctrine Command is being restructured, with a particular focus on maneuver training.

By moving significant numbers of employees from costly leased

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Pace challenges students on national strategy

by Dennis Ryan, Fort Myer Pentagongram

Recently, President George W. Bush delivered a "National Strategy for Victory in Iraq" speech at the Naval Academy in Annapolis. He refused to set a timetable for withdrawal of U.S. forces and said, "We will stay as long as necessary to complete the mission."

The president outlined a three-fold strategy consisting of political, economic and military initiatives to ensure success.

Chairman of the Joint Chiefs of Staff Gen. Peter Pace subsequently challenged the students at National Defense University on Fort McNair to read, study and discuss the 24-page National Strategy.

"Read and talk about it," the general said. "How we as a nation can go about making it successful. Take time to think about big ideas.... How can we achieve these objectives more efficiently?"

Pace, walked in front of the audience and in a professorial tone posed a question about terrorists.

"Wouldn't we all just be better off if we left them alone," he said? "It's a nice thought, but it wouldn't work. On Sept. 11, 2001 we were leaving them alone. Our enemies had declared war on us years before. Read what our enemies have said."

The chairman urged the audience to remember that Hitler outlined his plans in "Mein Kampf" years before he came to power and our opponents today are seeking "to destroy our way of life. ...our enemies are ruthless, uncaring. They murder children with bombs. They murder tourists in Bali."

Pace said there would be no "Victory in Europe Day" for this war. The war will be long and measured by steady progress in Iraq for the short term. Globally, the goal is to reduce terrorism.

"We can say we are winning and we will stay at it," the general said.

Pace said the upcoming third round of elections in Iraq represents political progress.

He queried the students about other aspects of the war.

"How can we fight an enemy inside a country we are not at war with? How do we fight terrorists with no land, with no legitimacy? How do we fight them?"

He also urged the audience to discuss among themselves how to build a better



Chairman of the Joint Chiefs of Staff Gen. Peter Pace

coalition.

"No nation is so big and powerful that it can carry this fight by itself," Pace said. "And there is no nation so small that it can't have a strategic impact in that fight."

The general reminded the crowd, many of whom will become general officers in the future, they would soon be leading the fight.

"Failure is not an option," Pace said. "There is no way we can lose... if we keep our patience and resolve."

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RCO awarded 98 percent of all contracts to local small businesses. One award – arranged by his contracting partner, Eric Bankit – went to a woman-owned small business.

"This is an extraordinarily monumental achievement since, for decades, women could not own a business in Iraq. The award was clearly a lynchpin of the democracy that the U.S. Government is working to install in Iraq. For countless years to come, the Army and the U.S. Government can point to this award as the very infancy of a diverse, all-inclusive economy," the major's award nomination touted.

Another accomplishment fondly recalled by Shelton is his work with the village of Barnoon. Its infrastructure and

14,000 residents had been largely ignored by the Hussein regime. Roads were nearly impassable, the water was unsafe to drink and an open sewer ran through much of the village, to include the courtyard of its small school.

Working with tribal leaders, Shelton and Bankit encouraged community involvement. While many of its residents took steps to clean up debris and improve landscaping, they oversaw construction projects totaling \$1 million. They included water treatment, waste management, a health clinic, schools and roads.

"The end result was a definite win for our side," Shelton said. "Once they realized we were there, ready to roll up our sleeves and help, the whole attitude changed. I think it renewed their sense of community ... they found hope."

Similar examples can easily be found across Iraq today, Shelton immediately stressed. They're just not the "newsworthy" part of the war, he noted.

"Where you really see the difference is among the children," the major said. "Unlike their parents who have dealt with years of oppression and fear, they are experiencing humanity and progress. Day after day, they greet our Soldiers with laughter and friendly curiosity. And 20 or 30 years from now, they'll be the ones in charge. I think that's the true impact of our reconstruction efforts."

Shelton holds a Masters in Business Administration and a Master of Arts in Procurement Management. He is a graduate of the Command and General Staff College.

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spaces with less force protection to government-owned property, the Army will save money and better protect its work force, officials said.

What's Next?

Many of the recommendations call for major transformational changes, especially in establishing joint-service operations. For example, McChord Air Force Base and Fort Lewis, Wash., will be combined; as will Fort Dix and McGuire Air Force Base and Naval Air Engineering Station Lakehurst, N.J. To successfully carry out these changes, selected installations must prepare Business Plans that analyze the resources needed to implement BRAC recommendations.

In addition to preparing a Business Plan, selected installations must also designate a BRAC transition coordinator, who will oversee base compliance with DoD and BRAC guidelines.

The changes recommended by the BRAC Commission are an integral part of the Army's transformation efforts.

In addition to bringing Soldiers home from overseas, Army transformation components include establishing modular brigades and changing the institutional Army. Each Soldier ultimately will be affected by these efforts to reshape the structure of the Army.

DoD announces next Operation Iraqi Freedom troop rotation

Donna Miles,
American Forces Press Service

Defense Secretary Donald H. Rumsfeld recently announced the next major units to deploy to Iraq in support of Operation Iraqi Freedom. He emphasized that rotation planning remains flexible and will be based on conditions on the ground, not

political pressures or artificial timetables.

The announcement affects about 92,000 servicemembers - more than 65,000 from the active component and 26,000 from the Guard and Reserve -- who will begin their scheduled rotation in mid-2006, according to Army Lt. Col. Barry Venable, a Defense Department spokesman.

Major units to deploy include:

Division Headquarters and 3rd Brigade, 25th Infantry Division, Schofield Barracks, Hawaii;

3th Corps Support Command, Fort Hood, Texas;

1st Brigade, 34th Infantry Division, Minnesota Army National Guard;

2nd Brigade, 1st Infantry Division, Schweinfurt, Germany;

3rd Brigade, 2nd Infantry Division, Fort Lewis, Wash.;

3rd Brigade, 82nd Airborne Division, Fort Bragg, N.C.; and

2nd Brigade, 10th Mountain Division, Fort Drum, N.Y.

Individual services will announce smaller, supporting units to deploy for the upcoming rotation, officials announced.

In other deployment news, the 1st Infantry Division's 1st Brigade, based at Fort Riley, Kan., will not deploy before Dec. 31, officials said. Brigade soldiers had planned to deploy in early December.

Force rotations ensure that the combatant commander has the forces needed to support Operation Iraqi Freedom while DoD continues to meet its worldwide commitments, Venable said. At the same time, rotation planning helps ensure a degree of predictability for troops, their families, their communities and, in the case of Guard and Reserve forces, their civilian employers, he said.

The upcoming rotation continues the Army's 12 months "boots-on-the-ground" policy goal for the more than 79,000 soldiers affected and will not increase the mobilization period

for the reserve forces, Venable said.

More than 5,000 Marines to be affected will maintain their seven-month deployment cycle, he said.

The ultimate goal is for these forces, as part of Multinational Force Iraq, to help maintain the security environment until Iraq's security forces are capable of assuming full responsibility, Venable explained. Good progress is being made in that effort, he said, noting that more than 210,000 Iraqi security forces are now trained and equipped.

One Iraqi army division, four brigades and 23 battalions currently have the operational lead in their areas, Venable said. Another division, nine brigades and about 50 battalions are expected to be ready to assume lead responsibility by January.

As they increase in numbers and capability, Iraq's security forces are demonstrating solid professional performance, Venable said. He cited their solid contribution to recent combat operations in Tal Afar and the western Euphrates River Valley and during the Oct. 15 constitutional referendum.

Supporting U.S. Army's "All-American" high school stars

Three Army installations -- Fort Campbell (Ky.), Fort Polk (La.) and Fort Drum (N.Y.) -- are actively supporting the U.S. Army All-American Bowl, which is the premier high school football game in the nation when the best players of the West get to play the best players of the East at the Alamodome in San Antonio, Texas on Jan. 7, 2006. The Army sponsors the game to recognize excellence demonstrated by America's youth; foster leadership and teamwork; build stronger hometown relationships between the Army and

local schools; and encourage the foundation of American family values that reflect the Army values of our Soldiers and families.

The three installations' efforts support an Army pilot program designed to bring great student athletes together with some of America's best Soldiers who can share a Soldiers perspective about their "Call to Duty."

Fort Campbell provided an on-base tour to Fort Campbell high school football players, including Fort Campbell's All-American Micah Johnson. Johnson was also named Kentucky's "Mr. Football" for his outstanding football abilities. In addition to a tour, the students listened to an overview of the installation by Fort Campbell's Deputy Garrison Commander; saw a slide show that dealt with issues such as Army Transformation; and got briefed on how Soldiers train for war. Two main parts of the tour included the students being able to rappel off a 34-foot tower at the fort's Sabalauski Air Assault School and fire weapons (simulated) at targets at the Engagement Skills Trainer Facility, said John Minton, Fort Campbell's Community Relations Officer. Each student received an honorary air assault school wings (badge) and a T-Shirt and will be mailed photos of the event.

Fort Drum plans to send two Soldiers to support the actual game in person. Fort Drum's Soldiers will be joined by two Soldiers from the 18th Airborne Corps (Fort Bragg), who will also be there to support the game.

The largest Army sponsored event in America, the All-American Bowl is an opportunity for the Army to enhance its connection with our youth and for Americans to come together to celebrate achievements of our youth and pay tribute to the thousands of Soldiers who followed their "Call of Duty" to serve our Nation.

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Soldiers helping build bridges, schools in Indonesia

NIAS, Indonesia (Army News Service)

The United States and Indonesia launched joint humanitarian assistance projects on Nias Island Dec. 7, the first military-to-military operations between the two countries since restrictions on defense cooperation with Indonesia were lifted last month.

Nias Island lies about 125 kilometers off west Sumatera Island on the Indian Ocean and is part of Indonesia's North Sumatera Province. The island was struck by a major earthquake in March and the Engineering Civic Action Project, or ENCAP, aims to rebuild portions of the island destroyed during the earthquake.

The new projects include the construction of two schools and two bridges on the Nias Island.

This is the first time the U.S. military has ever participated in an ENCAP on Nias, officials said. They said U.S. Pacific Command has allocated \$1.3 million in humanitarian assistance funding for the projects, which are expected to take about four months to complete.

In remarks delivered Dec. 7 during the opening ceremony for the ENCAP, Paul Berg, the principal officer at the U.S. Consulate in Medan, said that the United States values its friendship with Indonesia and appreciates the vital role that Indonesia has played in the security, stability, and prosperity of the Asia-Pacific region.

"These projects take important steps toward expanded cooperation between the two nations and are a tangible example of the sustained commitment to helping the people of Indonesia," Berg said.



Army Capt. Dave Williams and Sgt. 1st Class Justin Coffey of Special Operations Command-Pacific meet with members of the Indonesian

Armed Forces at the start of the Engineering Civic Action Project on Nias Island, Indonesia Dec. 7.

A small group of U.S. Army Civil Affairs Soldiers and Naval Construction Force Sailors, known as Seabees, will partner with an Indonesian Engineer Battalion stationed out of Makassar.

The two militaries will cooperate on the construction projects, which are located in the southern part of Nias island and along the road network running north and south

on the western side.

The construction projects provide an opportunity for the U.S. military and Indonesia to build on the humanitarian partnership achieved during the emergency relief operations that occurred after the December 2004 tsunami, PACOM officials said.

(Editor's note: Information provided by U.S. Pacific Command.)

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not be attached to any housing structures such as the home itself, garages, utility poles, fences or trees.

Satellite dishes may not be installed in the front yard, and FBRC reserves the right to use landscaping and other screening materials if it is visible from the street, according to Zyzk.

"Lines and cables from the satellite dish to the house must be underground," she added. A digging permit is required before any

holes or trenches may be dug.

Residents who live above the shops in Town Center and want satellite dishes will be allowed to install their satellite dishes on their patios because they do not have a backyard, explained Zyzk.

When a resident moves out, he is responsible for removing both the pole the satellite was on and the dish itself.

Zyzk said that residents should contact individual community managers with specific questions about FBRC's satellite policy.



Fort Belvoir residents can now put up satellite dishes after FBRC retracted their policy in October.

(Photo by Quentin Hunstad)

DoD 'hangs-up' on unsafe cell phone use while driving

By Sgt. David Hopkins, AFIS

The next time you're driving on post and want to call home on your cell phone to find out what's for dinner, you better use a headset.

New federal policy restricts military and civilian motorists from speaking on hand-held cell phones while driving on Department of Defense installations unless the vehicle is parked. The policy extends to driving DoD vehicles off the installation as well.

"Vehicle operators on DoD installation and operators of government-owned vehicles shall not use cell phones unless the vehicle is safely parked or unless they are using a hands-free device," according to the Code of Federation Regulations affecting installation traffic codes. "The wearing of any other portable headphones, earphones or other listening devices (except for hands-free cellular phones) while operating a motor vehicle is prohibited. Use of those devices impairs driving and masks or prevents recognition of emergency signals, alarms, announcement, the approach of vehicles, and human speech."

The National Highway Traffic Safety Administration (NHTSA) estimates that driver distraction is a contributing cause of 20 to 30 percent of all motor vehicle crashes, or 1.2 million accidents.



A thing of the past. Sgt. Karla Illingsworth, executive services operations NCO, is talking on her phone without a headset for the last

time as she drives on post. A new DoD policy restricts drivers to using headsets while driving on military installations. (DoD photo)

"Unlike CD players or activities such as eating or drinking, communications technologies require a driver to cognitively interact with the device, often for long periods of time," according to the Environment, Energy and Transportation Program of the National Conference of State Legislatures.

A hands-free device, at least, can eliminate the search for a ringing phone or allow a driver to voice-dial a number instead of fumbling with a hand-set.

(Editor's note: Information used in this story came from Federal Regulation Title 32 Part 634 Subpart D)

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tomater satisfaction by defining metrics, eliminating variation and cutting defects and waste through the effective deployment of the workforce and specified projects to effect lasting change in the business processes.

"It is a good approach to business," Allmon said. "I look forward to us implementing the methodology that will serve our Army and our installation well."

The community has begun implementing Common Levels of Support, or CLS, already. However, full implementation is a few years away.

"Historically installations do not receive 100 percent of required dollars for installation management services and cannot provide the full scope of services with

less than fully required dollars," the commander explained. "Standardization of installation services to a consistent and predictable approach to provide services to our partners and customers. The Installation Management Agency has provided guidance on the highest priority support programs that must be performed within the available funds. CLS does not equate to taking things away. CLS clearly outlines the services we will provide to standard," Allmon said.

This year will see a number of construction projects in various stages. Allmon forecasts a contract for a new fitness center at Fort McNair and customers seeing some streets paved at Fort Myer in early spring.

Other projects include the demolition of Tencza Terrace, breaking ground at a new Child Development Center, the final-

ization of the Old Guard motor pool and renovation of a new Joint Force Headquarters - National Capital Region headquarters building at Fort McNair.

There will also be a reorganization of the work force.

"Overall we will be looking at the restructure of our work force by taking the MEO that came out of our A-76 study in 2004 and cross walking that with our standard garrison organization," Allmon said. "We are working that issue with our Headquarters, IMA's Northeast Region, to ensure we've got the right mix to perform our mission. By mid-year we should see the new [staffing] document."



Iraqis assume more control of Syrian border, Babil Province

AL HILLAH, Iraq (Army News Service) Coalition instructors tested and certified the combat readiness of the 2nd Iraqi Army Brigade this week, and announced that the troops are ready to plan and conduct military operations independently in Babil Province, in south-central Iraq.

Meanwhile along the Syrian border, Iraqi forces also assumed greater control of the area. A ceremony Nov. 30 in western Iraq symbolized the securing of the borders through cooperation of the Ministry of Defense, the Ministry of the Interior and Multi-National Force Iraq.

Defense minister lauds 'historic day'

"I won't forget this day," said Iraqi De-

fense Minister Saadoun al-Dulaimi. "The insurgents are no longer controlling the border. Our friends have helped us."

The ceremony in the Iraqi-Syrian border town of Husaybah was also attended by Brig. Gen. Ahmed Ali Muhsin al-Khafaggi, deputy minister of the Interior for Support Forces; and Gen. George Casey, MNF-I commander.

Controlling the borders is the key to Iraqi sovereignty, Coalition officials said. They said developing capable border forces will significantly disrupt entry for terrorists and foreign fighters and integrate with provincial counterinsurgency efforts. This began Nov. 30, officials said, adding it will continue until Iraqi forces control all ports of entry and provide their own security support.

"This is a historic day for Iraq," said al-Dulaimi.

MND-CS certifies Iraqi 2nd Bde

The 2nd Iraqi Army Brigade from al Hillah successfully accomplished its certification process Nov. 29. From Nov. 24 – 27, military instructors from Multi-National Division Central-South tested the combat readiness of 2nd Brigade Headquarters and subunits.

The exam confirmed that the 2nd Brigade is ready to plan and conduct military activities independently, officials said. They said it opens the way to hand over the responsibility for a safe and secure environment in Babil Province from Coalition Forces to Iraqi Army units.

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Iraqi Army Soldiers raise the flag with pride in Husaybah, Iraq, symbolizing the success of Operation Steel Curtain, clearing insurgents from the Iraqi-Syrian border earlier this month. A ceremony in Husaybah recently declared the border secure. (U.S. Army photo by Spc. Rick Rzepka)

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From now on, 2nd Brigade will plan and conduct independent operations within its area of responsibility. Coalition support will be given only in emergency situations by providing a quick reaction force, MEDEVAC or air support. However, Coalition military advisors and trainers will still monitor 2nd Brigade activities.

2nd Bde shows combat savvy

The 2nd Brigade certification is a two-

stage process of training. After battalion-level certification had been achieved in mid-July, the higher brigade level came under focus.

The 2nd Brigade consists of two battalions located in different places within Babil province. It numbers about 1,800 Soldiers equipped in light armored vehicles with a variety of weapons.

The brigade has taken part in five combat operations so far. They were executed in cooperation with Coalition forces. During these operations, 2nd Brigade Soldiers searched hundreds of

vehicles, persons and buildings.

Ninety different illegal weapons and a large amount of ammunition have been seized as result. Also many persons suspected of terrorism have been detained.

The most significant success of 2nd Brigade was the referendum operation, officials said. The brigade established 41 checkpoints and 12 mobile patrols effectively preventing any attacks Nov. 15.

(Editor's note: Information provided by Multi-National Division Central-South Public Affairs and the Combined Press Information Center.)

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Since Desert Storm in 1991, US forces have not lost any combat engagement in the region at the platoon-level or above. al Qaida has no beliefs that they can defeat us militarily. They see our center of gravity as being the will of the American People. That is influenced by the media and they are playing to that. They don't need to win any battles. Their plan is keep the casualties in front of the American people in the media for long enough that we become convinced that we cannot win and leave the region. This would be tragic for our country.

The battle against al Qaida will not be primarily military. It will be political, economic, and ideological. It will require the international community to fight too. We must not let al Qaida get hold in any country.

It will result in our worst nightmare. Picture life in Afghanistan under the Taliban, that is what Al Qaida's ideology has as a goal.

If you look at the geography (of al Qaida), there is no place to put a military solution. They are networked and they are all over the world. They are a virtual organization connected by the Internet. They use it to proselytize, recruit, raise money, educate and organize. They have many pieces that we must focus on: the propaganda battle in the media, safe houses, front companies, sympathetic members of legitimate governments, human capital, fighters and leaders, technical expertise, weapons suppliers, ideologically sympathetic non-government organizations (charities), financiers, smugglers, and facilitators. A lot of their money comes from drugs.

We are winning but we have got to maintain constant pressure over time with the international community and across the US government agencies. No one is afraid that we can't defeat the enemy. Our troops have the confidence the courage, and the competence. We need the will of the American people to be sustained for the long haul.



Gen. John Abizaid, left, chief of U.S. Central Command, and Gen. George W. Casey, Jr., the top U.S. commander in Iraq

(AP File photo - Nov. 29, 2005, courtesy VOA)

General Abizaid became the Commander, U.S. Central Command, July 7, 2003.

General Abizaid was commissioned a second lieutenant of Infantry upon graduation from the United States Military Academy in June 1973. He started his career with the 504th Parachute Infantry Regiment at Fort Bragg, North Carolina, where he served as a rifle and scout platoon leader. He commanded companies in the 2nd and 1st Ranger Battalions, leading a Ranger Rifle Company during the invasion of Grenada.

General Abizaid commanded the 3rd Battalion, 325th Airborne Battalion combat Team in Vicenza, Italy, during the Gulf crisis and deployed with the battalion to Kurdistan in Northern Iraq. His brigade command was the 504th Parachute Infantry Regiment of the 82nd Airborne Division. He served as the Assistant Division Commander, 1st Armored Division, in Bosnia-Herzegovina. Following that tour, he served as the 66th Commandant at West Point. Later, he commanded 1st Infantry Division, the "Big Red One," in Wurzburg which provided our first ground forces into Kosovo. He served as the Deputy Commander (Forward), Combined Forces Command, US Central Command during Operation IRAQI FREEDOM.

Staff assignments include a tour with the United Nations as operations officer for Observer Group Lebanon and a tour in the Office of the Chief of the Staff, U.S. Army. European staff tours include assignments in both the Southern European Task Force and Headquarters, U.S. Army Europe. General Abizaid also served as Executive Assistant to the Chairman of the Joint Chiefs of Staff, Director of Strategic Plans and Policy (J5) on the Joint Staff and Director of the Joint Staff.

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Soldiers from Fort Polk's 1st Battalion (Airborne)/509th Infantry Regiment visited Elton High School on Dec. 9 and met with about 200 students – both junior high and high school. The Mayor of Elton and other elected officials also attended the event. The Soldiers provided honorary "Geronimo" status to Elton High School's Army All-American Al Woods. And, each football player and Woods' parents were each given a Geronimo patch. Geronimo status is symbolic of a certificate that is given by the 1st Battalion 509 Parachute Infantry Regiment to Soldiers who personify "strength and character," said Fort Polk's Tresa Hess, who works in Community Relations. The main focus of the event was the Army's "Call to Duty." Each Soldier talked about why they joined the Army, what they do and why they continue to serve. And, each Soldier talked about an Army value – what it is and how it relates to their own life. In addition, the students got to see weapons; watch the Warrior Ethos video; and have a chance to ask questions during a "question and answer" forum. Hess said one young girl, after viewing the video, talked to a recruiter and said she wants to jump out of planes. One of the most important parts of the event was Soldiers emphasizing to the students how important it is for them to finish their education.

Army mother, Air Force son able to spend Christmas in Baghdad

By MSgt. Randy L. Mitchell

BAGHDAD (Army News Service,) – Some families go through a great deal to spend time with loved ones on Christmas, but rarely do they deploy to the desert to do so. One family did, however, and they were able to spend this special holiday together.

Air Force Staff Sgt. Salvador Russo, a secure communications craftsman with the 447th Expeditionary Communications Squadron, received a special Christmas gift this



Air Force Staff Sgt. Salvador Russo, with the 447th Expeditionary Communications Squadron, spent Christmas at Baghdad International Airport with his mother, Sgt. First Class Ana Russo, who is deployed to Tallil, Iraq.

(Photo by MSgt. Randy L. Mitchell)

year when his mother traveled from Tallil, Iraq to spend the holiday weekend with him here.

Sgt. First Class Ana Russo, who deployed to Tallil with the Headquarters and Headquarters Detachment, 485th Combat Support Battalion from Hanau, Germany, in November, had sought permission from her commander to spend Christmas with her son.

"I will be in Tallil for a year," she said. "So this is the best gift I could receive, to spend time with my son during his first deployment. It is also a special time of the year when most families share time together."

Many deployments

This isn't Ana's first deployment to a war-time environment; the 17-year Army veteran was deployed for Operations Desert Shield and Desert Storm. This is also her second tour to Iraq, she served at Al Taji in 2003.

Sal, from Ramstein Air Base, Germany, last saw his mother before he deployed here in September.

"(Mom) came to Ramstein to visit

me and we went to restaurants, shopping, and just hung out together relaxing," he said. "We cooked, laughed, watched movies, and called family back in the states. She even helped me with a Business Writing course I was taking."

The two were hoping to share this Christmas with another family member, Ana's other son Robert, a senior airman assigned to the 55th Communications Squadron at Offutt Air Force Base, Neb.

"My other son, Robert, volunteered to come to Iraq," Ana said, "but his chain of command did not allow it because his brother and I would be deployed here at the same time too."

Unforgettable holiday

Ana is thankful for the opportunities she's had to spend the holidays with her boys. Last Christmas, both sons visited her in Hanau for Christmas, although Sal had to overcome some car problems to make it there.

"I was having some pretty serious car problems and there was snow on the autobahn," he said. "The night before I told her I didn't

think it was safe to drive out, but I could sense her sadness at the thought of me not coming, so I drove out anyways and surprised her Christmas morning."

The time spent together last year was great, according to Sal, but nothing compared to this year.

"The memories we make will last a lifetime. I wish all deployed members could have this wonderful luxury, and I hope that our unique story brings some sort of warmth and happiness to those around us," he said. "My girlfriend, Julia, and friends back in Germany have been a real source of strength to me during this deployment, but nothing tops having your mother with you at Christmas."

Ana shared those same feelings, as they both expressed gratitude that their respective commander's provided this once-in-a-lifetime opportunity.

"I want to thank (the commanders) for giving us the opportunity to spend this special time together," she said. "I also want to say how very proud I am of my sons and the great job they do for our nation."